

RAMOTSHERE MOILOA LOCAL MUNICIPALITY



DRAFT

INTEGRATED DEVELOPMENT PLAN

2016/17

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CHAPTER ONE

1 INTRODUCTION

Ramotshere Moiloa Local Municipality integrated development plan serves as a “The Municipal Master Plan” providing a blueprint for the development of the Ramotshere Moiloa land, economy and its people. The plan is the product of a vigorous methodological research with the view of evaluating the socioeconomic opportunities and inevitable developmental challenges. The document offers a profile of the area and highlights local development opportunities. These opportunities have the potential to uplift the 157 000 strong Baurutshe community while its providing access to basic service delivery and economic opportunities.

The council of Ramotshere Moiloa is committed to addressing these challenges and promoting socio-economic development of the community and the area. The development will be driven by the advancement of agriculture, tourism and road freight. The objective of the plan is to guide development and ensure economic growth with the view of improving the living condition. The strategies, programmes, portfolios and projects presented in the plan will be implemented over a period of five years.

The municipality seeks to attract municipal partners that understand the social and economic responsibilities of the municipality. The Council of Ramotshere Moiloa is led by Honourable Councillor A. Thale as the Mayor whose development vision is encapsulated in the long term Master Plan.

1.1 THE MASTER PLAN

The Long-Term Master Plan provides a comprehensive framework for development of the municipality over the next five years. The document will be utilized primarily by the council of Ramotshere, however its recommendations should also be considered during the formation of development plans by relevant public and private municipality stakeholders.

The Master Plan was compiled following an exhaustive situational and opportunity analysis that identified the municipal socio economic

challenges, infrastructure needs and investment opportunities. The Plan advocates the promotion of economic system through investment in infrastructure, technology and innovation and skills development. Aligned to these systems are 16 municipalities with the potential to intensify economic growth, promote business development and provide local employment. Implementation of the Master Plan is facilitated by the Municipal administration wing. Fulfillment of the development vision will be achieved through coordinated implementation of the Master Plan. The objective of the 2011-2016

Master Plan and its partners is to create an enabling environment, implementing empowering municipalities and focusing on employment creation. The municipality envisage establishing world-class social and economic infrastructure facilitating education and healthcare and promoting enterprise growth.

The municipal vision envision a diversified and growing economy characterized by growth in agriculture, tourism and tertiary sectors. Coordinated investment in skills development and technology will include fast internet, tertiary education facilities, research and industrial innovation. Urbanisation will be accommodated by integrating all villages into the mainstream development.

The long term vision of the municipality is to achieve economic maturity characterized by diversification, sustainable growth and skilled labour force, ecotourism, green industry, retail, commercial and recreational activities. The 54 villages will be integrated logistically and economically with abundant employment in farming, and tourism.

An Integrated Development Plan, adopted by the council of a municipality, is the key strategic planning tool for the municipality. It is described in the Municipal Systems Act (MSA) as:

35(1)(a) the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality”

(b) Binds the municipality in the exercise of its executive authority

In terms of the MSA semunicipalityion 34 a municipality is required to review its IDP annually. Annual reviews allow the municipality to expand upon or refine plans and strategies, to include additional issues and to ensure that these plans and strategies inform institutional and financial planning. The review and amendment of the IDP thus, further develops the IDP and ensures that it remains the principal management tool and strategic instrument for the municipality.

2 MUNICIPAL PROFILE

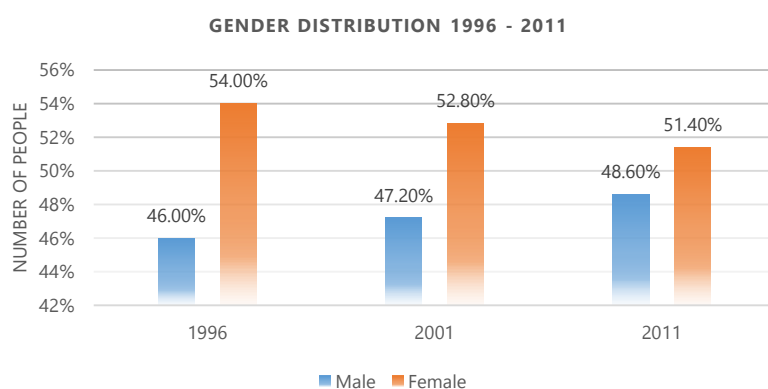
This semunicipalityion provides an analysis of the socio-economic charamunicipalityeristics of the Ramotshere Moiloa Local Municipality in the North West Province of South Africa. The current municipal area demarcation applied in this study is based on the post-2011 municipal demarcation boundaries. Various sources of demographic, labour, economic, poverty, employment and income data available in South Africa, were analysed, interpreted and put together in order to provide the socio-economic charamunicipalityeristics and background for the study area. Most suited to this type of analysis and fairly recent is the QuantecEasydata’s Standard Regional Dataset and Stats SA 2012., which is the dataset that was used for this analysis.

POPULATION BY RACE 1996-2011

Population Groups	Population in 2001	Population in 2011	Growth Between 2001 - 2011
Black African	130 144	142 348	9,38%
Coloured	800	1 283	60,38%
Indian or Asian	637	992	55,73%
White	5 871	5 670	-3,42%

Total Population	137 452	145 190	0,56%
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Number of People and Gender



According to Census 2011, RMLM has a total population of 155 513 people of which the majority 51, 4% of the population are female.

Population Group

99,6% were recorded as being black African, with the other population groups making up the remaining 0,4%.

Population Age

The population age distributions indicates that 32,9% of the RMLM population is aged between (0-14) years of age, 69,7% area within the working age of (15-64) and 7,5% are Elderly (56+).

Education

According to Census 2011, 5,0% people who are aged 20 years and older have completed primary school, 27,5% have some secondary education, 21,1% have completed matric and 6,4% have some form of higher education. The figures also showed that 20,7% have no form of schooling.

Enumeration Area Type

Census 2011, indicates that 70, 5% of the municipalities population resides in Tribal or traditional areas.

Population Density

The average population density calculated in RMLM is 5, 02 Pp/Ha (people per hemunicipalityare).

Population Growth Rate

The population growth rate for RMLM was calculated at 0,92% between year 2001 and 2011. Looking at the time frame increments proposed by SPLUMA (5, 10 and 20 year's population projemunicipalityion) Ramotshere Moiloa will experiences major population growth in the next 20 years. In the next 5 years, the population will increase with 7 278 people, in the next 10 years with 14 557 (from base year 2015) people, and in the next 20 years with 29 114 people. A total number of approximately 185 980 people will be reached in year 2035. This means that an additional sum of 29 114 people needs to be planned for.

Number of Households

There are 40 740 households in the municipality, with an average household size of 3,6 persons per household.

Type of Dwelling

78% of the municipal area resides in house or brick strumunicipalityures on a separate stand or yard while, informal dwellings/shacks and shelter make up a combined 11%

of the municipal area. Blocks of flats, town houses, and house/flat/room in back yard form a meagre 7% of the shelter housing the market area while 4% resides in traditional dwelling hut made from traditional materials.

Tenure Status

53,1% of the formal dwellings within the municipality is owned and paid off.

Household Income

Households in RMLM are relatively poor with almost 14,66% earning no income at all. 93,90% of the households **earn less than R12 800/month**. There has been significant growth in the income bracket **earning between R3 500 and R12 800/month** (growth of 17,46%) – a clear signal for rental or gap market housing options. Within the next 5 years, households earning below R 3 500per/month will increase with 3 008 households, in the next 10 years with 9 502 households, and in the next 20 years with 12 033 households.

Access to services

It is reported that 19% of households have access to piped water in their dwelling and 38,2% have access to piped water in the yard. Only 8,3% of households do not have any access to piped water. In the municipality. According to the 2011 census 65% of households utilise a pit latrine and 6% have no toilet facilities. This means that effemunicipalityively 71% of households do not have adequate sanitation facilities. According to 2011 Census, 20, 5% of households have refuse removed by the local authority and only 5, 9% of households have no refuse removal at all. 81,9% of households have access to elemunicipalityrimunicipality for lighting.

Employment & Unemployment

According to Census 2011, there are 22 437 employed persons, 12 743 unemployed person and 9 030 are classified as discouraged work-seekers. The unemployment rate is 36,2%. Amongst the youth aged 15–34, 9 329 are employed while 5 609 are unemployed. The unemployment rate for this group is 45,8%..

Economic Semunicipalityor

The dominant economic semunicipalityor in RMLM is a combination between Retail which contributes to more than 29, 2% of the GVA of the municipality and General Government which contributes 21, 1% of the municipal GVA. Finance is also relevant to the municipal GVA share at 13, 8%, 8 the share GVA. Retail also has the highest employment percentage at 37, 6%.

Transportation

There is a lack of passenger transport services in the municipality. The mode of travel predominantly used for work or school relates to trips is by foot 34.3%. Minibus/taxi mode represents only 3.2% of trips to work or school. Only 2.0% of trips are undertaken by car drivers whilst 1.9% of trips with private cars relate to passengers.

SOCIAL-ECONOMIC ANALYSIS

Demographic Profile

The demographic profile provides an analysis of key population and household trends in the RMLM area. It also provides important information on the spatial distribution of development and development pressures.

Population distribution

The table below depicts the municipality's changes in the population size in the RMLM from 2001 to 2011. It can be seen that the population size increased from 137 452 in 2001 to 144 629 in 2007. In all, the number of people residing in the RMLM municipal area increased by 7 738 people from 2001 to 2011.

The average annual increase in the number of people in the RMLM municipal area was calculated at 0,56%. According to 2011 census, 94,4% of the municipality is Africans, followed by 3,8% Whites and 0,9% Coloured. The proportion of Coloured people is insignificant at 0, 9% but have the highest growth rate since 2001 to 2011 at 60,38%. The distribution of population growth by race in the municipality is depicted in **Error! Reference source not found..**

Population distribution by gender

Table 1 and Figure 1 shows the change in population distribution by gender between 1996 and 2011.

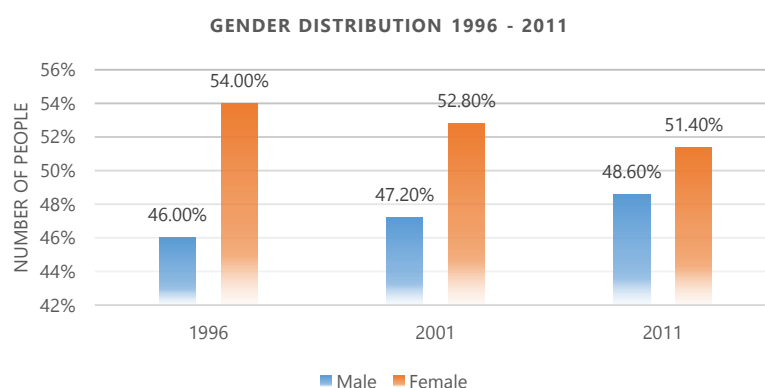


Figure 1: Gender distribution 1996-2011

In 2011 the majority 51, 4% of the population in RMLM was female. This phenomenon could be attributed to labour migration, i.e. more males migrate to take up job opportunities in other spatial systems such as the municipality areas and adjacent District Municipalities.

Table 1: Population distribution by gender 1996-2011

Population distribution by age

The population chart of RMLM shows a large percentage of children and a sharp decline in the percentage of young adults.

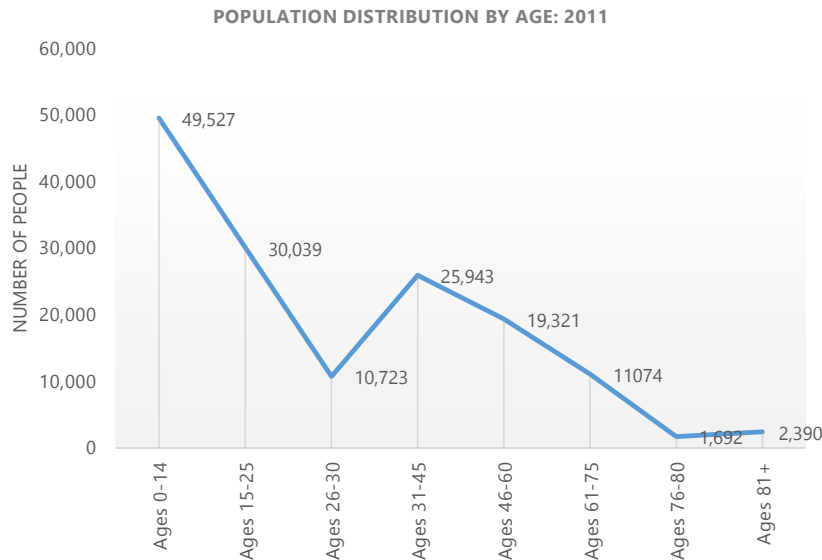


Figure 2: Population by age

This can be regarded a reflection of a situation where RMLM is losing young adults to other areas in the province and elsewhere in search of employment opportunities. Young children were left behind to be cared for by elderly relatives (grandparents). This places emphasis on the need for proper schooling and nursing facilities within the municipality.

Population distribution by geo-type

Throughout this document it has been discussed that RMLM is primarily a Rural Municipality. StatsSA 2011, classified the geographic area type (geo-type) according to urban, traditional/tribal and farms areas. The population distribution for RMLM area is summarised according to geo-type in the table below. The table clearly indicated that 70, 5% of the municipality's population resides in Tribal or traditional areas.

Population density

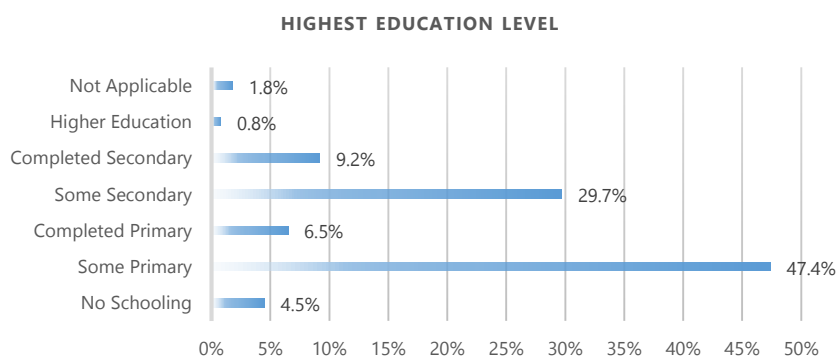
The semunicipality below depimunicipalitys the population density in the RMLM in 2011. The average population density calculated in RMLM is 5, 02 Pp/Ha (people per hemunicipalityare). The table below displays in **BLUE** Ramotshere Moiloa below average densities and in **GREEN** the above average population densities. Due to the low densities a large percentage of the study area is still in a pristine condition.

669019001	Nyetse SP	162,707	804	4,94
669017001	Sebalagane	200,113	1047	5,23
669017003	Borakalalo SP	821,303	4329	5,27
669010001	Driefontein SP	764,481	4215	5,51
669008001	Maroelakop SP	29,7771	168	5,64
669025002	Lekubung SP	962,419	5484	5,70
669030001	Welvedacht	69,9258	405	5,79
669033001	Matlhase SP	128,965	753	5,84
669017002	Motswedi	454,435	2793	6,15
669006001	Moshana SP	1636,09	10134	6,19
669021001	Mokgola SP	1125,74	7068	6,28
669029001	Dinokana SP	3935,16	26409	6,71
669025001	Goo-Kgang	107,281	753	7,02
669015001	Doornlaagte SP	104,589	774	7,40
669009001	Makgwaphana SP	232,878	1938	8,32
669031001	Ntsweletsoku SP	1120,74	9561	8,53
669030006	Lehurutshe Unit 2	169,416	1773	10,47
669038001	Khunotswana SP	401,525	4620	11,51
669036002	Shalimar Park	28,2045	360	12,76
669030003	Lehurutshe Unit 1	281,953	4560	16,17
669037001	Ikageleng SP	171,378	6894	40,23

Ikageleng SP is extremely dense with 40,23 Pp/Ha. The majority of the municipality seems to be below average population density. 59,18% of the municipal area on sup-place level measures below the average population density.

Population by level of education

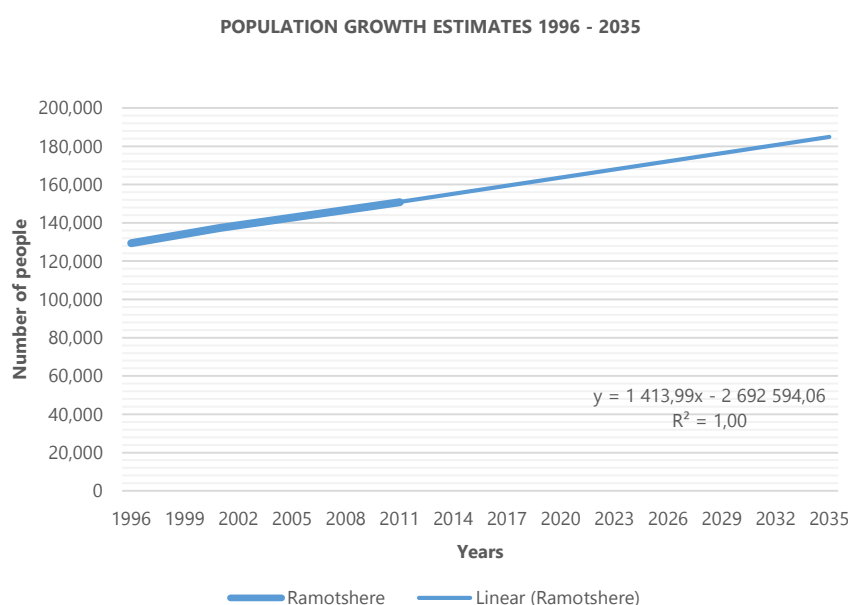
Education deprivation looks at levels of education. Deprivation is measured in terms of lack of education qualifications in the 18 to 65 year age group, in particular no schooling at a secondary level or above. The figure below indicates that 6,5% people who are aged 20 years and older have completed primary school, 9,2% have some secondary education and 0,8% have some form of higher education. The figures also showed that 4,5% have no form of schooling. In terms of schooling, skills levels remain low but the percentage of people above 20 years of age with no schooling has decreased from 34,7% in 2001 to 20,7% in 2011. There is a possibility that the lack of higher level education is due to a lack of access to school or other educational institutions.



The following semunicipalityion will discuss the household distribution within the municipal area. The number of households and the spatial distribution has a diremunicipality impamunicipality on all spatial planning amunicipalityivities. The strumunicipalityural make-up of the houses reflēmunicipalitys the living standards of the municipal area. This also gives an indication of the likely level of socio-economic development in the area. The housing profile of the municipal area is depimunicipalityed below.

Population growth estimates

In 2011, Ramotshere Moiloa had about 150 714 people. In order to calculate the population figure for the base year (2015) the 2011 population figure was projected with 3 years, the population figure for 2015 is thus 156 596 people. Looking at the time frame increments proposed by SPLUMA (5, 10 and 20 year's population projection) Ramotshere Moiloa will experience major population growth in the next 20 years. A total number of approximately 184 867 people will be reached in year 2035. This means that an additional sum of 28 271 people needs to be planned for.



Population growth estimates

In the next 5 years, the population will increase with 7 061 people, in the next 10 years with 14 131 people, and in the next 20 years with 28 271 people.

Household distribution

The table below depicts changes in the number of households in the Ramotshere Moiloa Local Municipality since 2001. It can be seen that the number of households increased from 32 401 in 2001 to 40 742 in 2011. In all, the number of households in the municipal area increased by 8 341 households from 2001 to 2011.

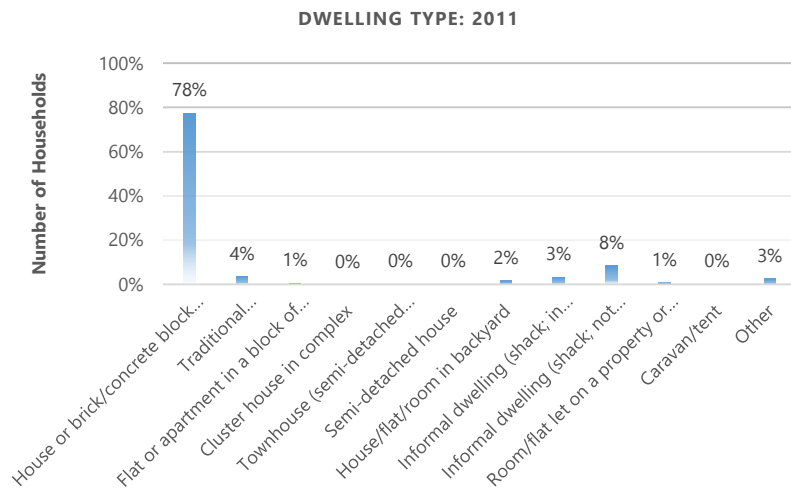
The average annual household growth rate is calculated at 2,6% between 2001 and 2011. The majority of the households in RMLM consists of Black African people, followed by White, Coloured and Indian/Asian households. In 2001, the average household size in Ramotshere Moiloa was 4,2 and in 2011 the average household size was recorded to be at 3,6 people per household.

Household distribution by population group

Number of households by population group	2001	2011
1: Black African	30 164	38038
2: Coloured	249	290
3: Indian or Asian	152	337
4: White	1 794	1937
5: Other	42	140
Total number of households	32 401	40 742
Annual household growth rate % between 2001 & 2011		2,6%

Household dwelling type

The dwelling type is predominantly formal houses or brick and concrete block structures on separate stands. Informal settlements constitute 4 810 of the entire 40 742 households. These are shack structures which are in backyards and standalone in either squatter areas or farms.



Dwelling type

Dwelling type description	Total
House or brick/concrete block strumunicipalityure on a separate stand or yard or on a farm	31 580
Traditional dwelling/hut/strumunicipalityure made of traditional materials	1 533
Flat or apartment in a block of flats	272
Cluster house in complex	35
Townhouse (semi-detached house in a complex)	129
Semi-detached house	123
House/flat/room in backyard	733
Informal dwelling (shack; in backyard)	1 357
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	3 453
Room/flat let on a property or larger dwelling/servants quarters/granny flat	315

Caravan/tent	130
Other	1 079
Total	40 742

78% of the municipal area resides in house or brick strumunicipalityures on a separate stand or yard while **4%** resides in traditional dwelling hut made from traditional materials. Informal dwellings/shacks shelter a combined **11%** of the municipal area. Blocks of flats, town houses, and house/flat/room in back yard form a meagre **7%** of the shelter housing the market area.

Household tenure status

The tenure status of a household indicates not only the level of wealth but, also the stability in the demand for goods and services. There has been a small 0,2% increase in the number of formal dwellings since 2001 to 2011. The table below indicates that 81,5% of the households in RMLM is recorded as formal dwellings. Housing that is either owned or being paid off increased with 14, 2% from 2001 to 2011.

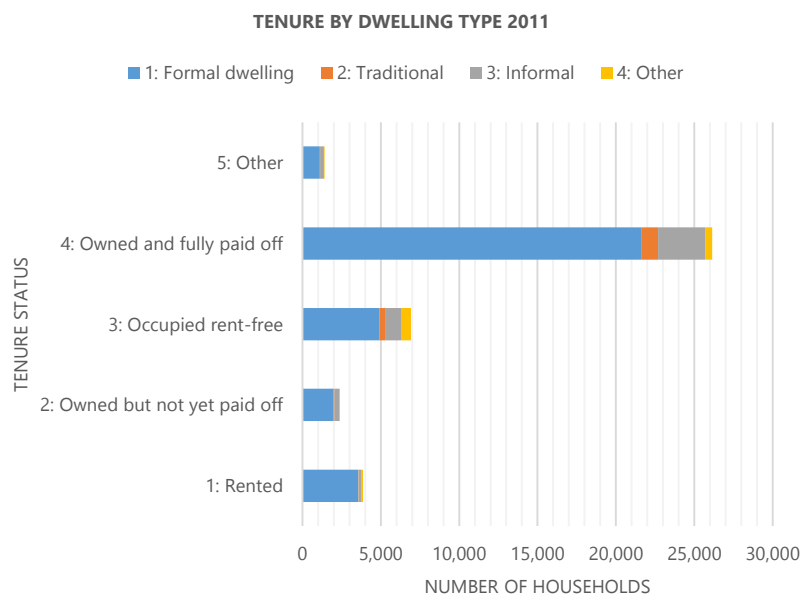
Household dynamics

Household dynamics	Formal dwellings (%)		% Housing owned/paying off	
	2001	2011	2001	2011
% of households in RMLM	81,3%	81,5%	55,9	70,1

The current household tenure status of RMLM is displayed in the table below:

Housing tenure by dwelling type

Displays the relationship between the types of dwelling and the tenure status of those dwelling per households. It is interesting to note that 53,1% of the formal dwellings within the municipality is owned and paid off.



Housing tenure by dwelling type

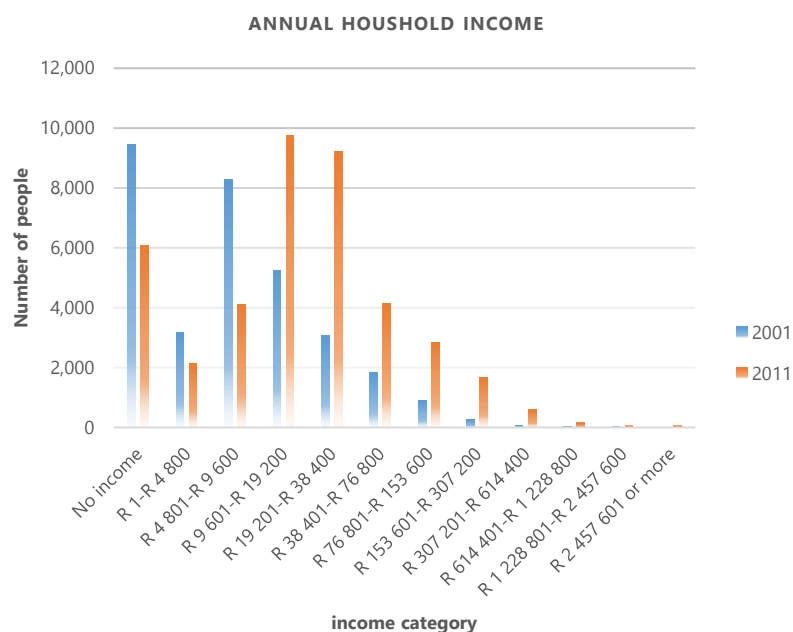
70,1% of households own the dwelling places they stay in, with **64,2%** having fully paid for the dwelling place and the remaining **5,9%** still making payments towards full ownership of the property. **17%** occupy the dwelling place rent-free. Rented dwelling places accommodate only **9,5%** of the municipal populace.

The combined **87,1%** of the populace staying in fully owned, partly owned, and rental free dwellings indicates relative stability in demand for goods and services, and thus jobs. This coupled to the findings of the household dwelling type segment above favours investment in new projemunicipalities.

Household income

Annual household income represents the dominant demand indicator for goods and services and thus indirectly determines the possible sustainability of new businesses within the municipal area. The change in annual household income between 2001 and 2011.

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Annual Household income

Annual households income	2001	2011	% of households in 2011
01: No income	9 552	5 971	14,66%
02: R 1-R 4 800	3 204	2 117	5,20%
03: R 4 801-R 9 600	8 333	3 990	9,79%
04: R 9 601-R 19 200	5 190	9 834	24,14%
05: R 19 201-R 38 400	3 096	9 176	22,53%
06: R 38 401-R 76 800	1 751	4 280	10,51%
07: R 76 801-R 153 600	858	2 882	7,07%
08: R 153 601-R 307 200	255	1 616	3,97%
09: R 307 201-R 614 400	52	613	1,50%

10: R 614 401-R 1 228 800	35	134	0,33%
11: R 1 228 801-R 2 457 600	30	64	0,16%
12: R 2 457 601 or more	5	59	0,14%

In the previous semunicipalityion (Household tenure status) the discussion came a conclusion that most of the households within the municipality own their dwelling which they live in. Housing subsidies play a major role in the housing development department. It is of great importance to determine the type of subsidies (amount of money) which households receive in order to plan for the types of dwelling.

For example, if most of the households receive a monthly income of less than R3 500 per month, effemunicipalityive housing must be provided in the form of rental property as supposed to single dwelling houses which will be unaffordable for the population income category. Household subsidies are determined on the household's monthly income. **Error! Reference source not found.** indicates the change in monthly household income between 2001 and 2011.

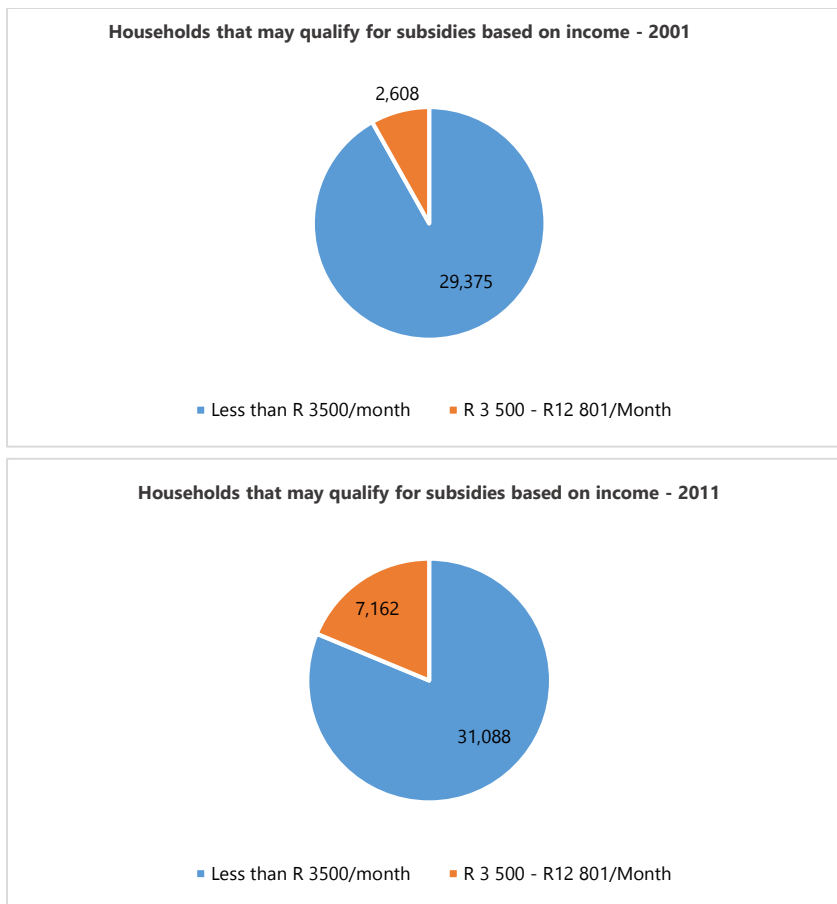
Monthly household income

Household Monthly Income	2001	2011	% of households 2011
No income	9 552	5 971	14,66%
R 1 - R 400	3 204	2 117	5,20%
R 401 - R 800	8 333	3 990	9,79%
R 801 - R 1 600	5 190	9 834	24,14%
R 1 601 - R 3 200	3 096	9 176	22,53%
R 3 201 - R 6 400	1 751	4 280	10,51%
R 6 401 - R 12 800	858	2 882	7,07%
R 12 801 - R 25 600	255	1 616	3,97%
R 25 601 - R 51 200	52	613	1,50%
R 51 201 - R 102 400	35	134	0,33%

R 102 401 - R 204 800	30	64	0,16%
R 204 801 or more	5	59	0,14%
Total number of households	32 360	40 736	% Change in income 2001-2011
Less than R 3 500/month	29 375	31 088	0,58%
R 3 500 - R12 801/Month	2 608	7 162	17,46%

Households in RMLM are relatively poor with almost 14,66% earning no income at all. 93,90% of the households **earn less than R12 800/month**. There has been significant growth in the income bracket **earning between R3 500 and R12 800/month** (growth of 17,46%) – a clear signal for rental or gap market housing options.

Individual housing subsidies are available to low-income households, where an applicant wishes to buy a residential property for the first time. The subsidy can be used to buy an existing house - including the property on which the house stands. It can also be used to buy a house on a plot-and-plan basis, or to finish an incomplete house. Households with an income of is less than R3 500, are eligible for a subsidy of R160 573. You do not have to repay this subsidy as it is not a loan. **14,66%** of the local municipality households earn no income at all and **14,99%** earn between R1 and R9 600 per annum.



Household income and subsidised housing

57,17% of households in the municipal working population earn between R9 6001 and R76 800 per annum. **13,03%** of households within the municipal area earn incomes between R76 801 and R2 457 000 per annum. From 2001 - 2011, the % of households earning less than R3500/month increased with: **0,58%** per annum. From 2001 - 2011, the % people earning between R 3500 to R12801/month grew at: **17,46%** per annum.

Housing Backlog

The Ramotshere Moiloa Local Municipality Housing Semunicipalityor Plan (HSP) 2015, states that RMLM has a housing backlog of a total of 6 602 housing unit. The HSP also states that RMLM must 8 271 subsidized housing units should be provided over the next 5 years.

Housing Backlog

BACKLOG	Units	Heemunicipalityare
CURRENT BACKLOG (Formula used = Informal's on stands, Informal's in backyard Together with the growth %)	6 602 (that might qualify for subsidized housing units)	401 ha
ADDITIONAL HOUSEHOLDS (2014-2019) (Formula used = Projemunicipalityions = Population=Growth)	1 866	155.50 ha
WAITING LIST (Income=% of total subsidized category that might qualify)	20 000 (of which ±18 200 qualify for RDP)	1667 ha
INFORMAL SETTLEMENTS UPGRADING PROGRAMME - ISUP	874	72 ha
TOTAL	27 542	2 295.50 ha

The current waiting list of the municipality indicates that approximately 20 000 units are required to address the current shortage. Of these, 18 200 might qualify for subsidized housing units. Approximately 401ha of land is required to accommodate the current number of informal strumunicipalityures. Furthermore, a supplementary 155.50ha of land is required for the additional households over a 5 year period. In implementing the housing delivery mechanism, the HSP has identified the following as vital:

As with the HSP, the proposed SDF proposes infrastrumunicipalityure and housing development in the following areas Zeerust and Ikagaleng;Groot Marico; andLehurutshe.The spatial proposals, discussed in detail as part of the proposed SDF, seek to address, and spatially depimunicipality, areas where inclusionary housing is

applicable. This is also as espoused by the IDP of the RMLM. The programmes, as set out by the Department of Human Settlements, in terms of allocations, have also been included as part of the SDF and will, overtime, be reviewed by the municipality to ascertain how many strumunicipalityures have been built as per the requirements of the HSP and as contained in the IDP.

Household density

In terms of household density, Ramotshere Moiloa LM has a low average household density per hemunicipalityare at 1,34 Hh/Ha (households per hemunicipalityare). **Error! Reference source not found.** displays RamotshereMoiloa below average household densities in **BLUE** and above average household densities in **GREEN**.

Household Density

64,58% Of the sub-places in the RMLM are under the average 1,34 Hh/Ha density. This is a true reflmunicipalityion of the vast rural nature of the municipality. Ikageleng has by far the highest household density of 11,33 Hh/Ha. Higher household densities holds significant advantages in terms of infrastrumunicipalityure service delivery and the cost effemunicipalityiveness thereof.

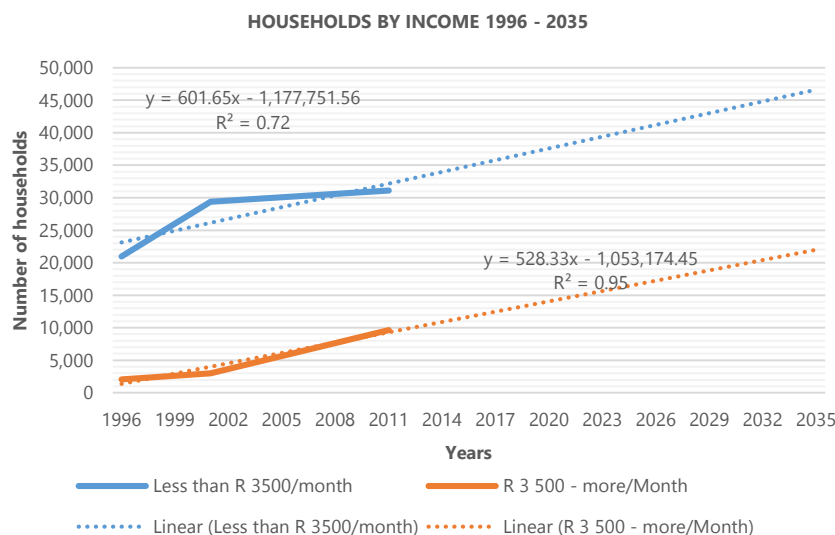
Household growth estimates

Often in spatial frameworks (previous to SPLUMA) there would be a housing chapter. These proposals barely, if ever, indicated the future housing need. The majority of households in Ramotshere Moiloa earn less than R3 500.00 per/month. This is a critical famunicipalityor that the municipalities must take into account in terms of planning. Ultimately these households may quality for housing subsidies. According to the estimated household projemunicipalityion (earning below R3 500per/month), the municipality must plan for an additional 12 033 housing units (subsidy housing) in the next 20 years. Funding for these houses must be provided by provincial government, MIC allocation or other financial resources. **Error! Reference source not found.** indicates that in the next 5 years, households earning below R 3 500per/month will

increase with 3 008 households, in the next 10 years with 9 502 households, and in the next 20 years with 12 033 households. **Error! Reference source not found.** indicates the growth in households within Ramotshere Moiloa up to the year 2035.

Household growth estimates

Ramotshere Moiloa LM	Households earning below R3500 per/month	Additional households (from base year)
Households 2011	31 088	3 485
Households base year (2015)	34 573	
Households in 2020	37 581	3 008
Households in 2025	40 590	9 502
Households in 2035	46 606	12 033



Household demand by income category

One of the core components that must be explored in conjunction with the future housing need, is the demand for land. The table below presents a basic summary of the land in hemunicipalities that will have to be allocated at different densities.

Land requirements

The current densities by which subsidy housing in Ramotshere Moiloa is planned at is 96 unit per hemunicipality at an average stand size of 145 m².

This means that by the year 2020, an estimated 44ha of land must be allocated in order to cater for the additional 3008 households. In 2025, 138ha of land will have to be allocated and in 2035, 174 ha of land for the additional 12 033 households. To put this into perspective, 174ha of land is equivalent to the size of two soccer fields. With the increase in households, there will be an increased demand for community facilities. The following semunicipality will explore the future needs for community facilities and the land requirements thereof.

Catering for future community facilities

The CSIR modelled various parameters in order to establish the need for community facilities based on population size. Ramotshere Moiloa has approximately 156 596 people which places the municipality under Small-Medium Towns. This being said,

individually the majority of the towns and villages in the municipality will be classified as small towns and villages.

CSIR Classification by population size

Classification	Population Size
Dense Dispersed Settlements	100 000 - 10 000
Small-Medium Towns	100 000-60 000
Small Towns	60 000-25 000
Villages	25 000 -5 000
Remote Villages	5 000-5 00

The table indicates that at the current population growth rate and projected municipality population size, the municipality will have to provide for 27 extra community facilities in the next 5 years. These 27 community facilities will require a sum total of 37,94ha of land. The previous municipality establishes the need for 172ha of land for future housing (at current density). In total, this relates to 210ha of land required for development in 2020.

Community facilities

Community Facilities	Year 2020		Year 2025		Year 2035		Department Responsible for Planning	Department Responsible for Implementation
	Facilities needed (units)	Land required (ha)	Facilities needed (units)	Land required (ha)	Facilities needed (units)	Land required (ha)		
Clinics and Care Centres	0	0	1	0,6	2	1,2	Provincial department of health	Provincial department of public works
Libraries	2	0,6	4	0,12	9	0,27	Municipality	Municipality/Provincial department of arts, culture and tourism
Community Hall - Medium/Small (Fringe Areas)	0	0	1	0,2	2	0,4	Municipality	Municipality
Information and communication facilities (MUNICIPALITY) Access Points	0	Purpose Dependant	1	Purpose Dependant	2	Purpose Dependant	Municipality/Provincial Departments/National Government	Municipality/Provincial Departments/National Government
Secondary School	0	0	1	4,6	2	9,2	Private/Provincial Department of Education	Private/Provincial Department of Education

Economic Semunicipalityor

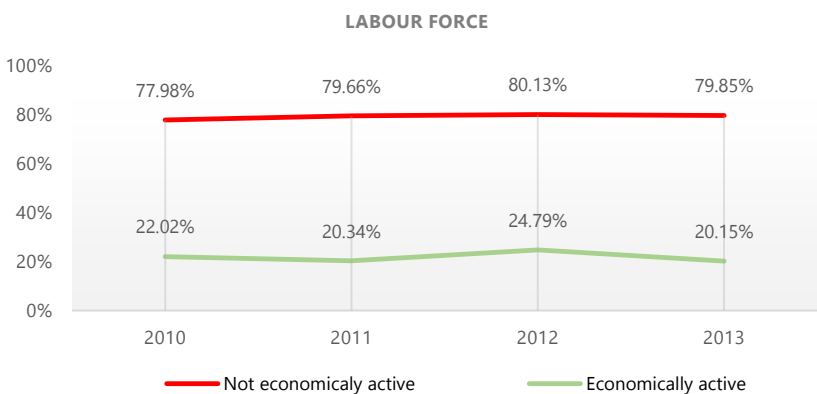
The economic and labour profile provides analysis of the key trends in the various economic and labour charamunicipalityeristics in RMLM area.

Economically amunicipalityive people

The table below presents a summary of the percentage of economically amunicipalityive people and non-economically amunicipalityive people within the entire municipal area.

Labour Force

Indicates that little change in term of the number of economic amunicipalityive and non-economically amunicipalityive people has been taking place between the years 2010 and 2013. Shows the growth and decline in employment in the RMLM since 2010. It can be seen that robust and positive growth was experienced between 2011 and 2012, employment status grew with 4,45% in one year. Between 2012 and 2013 RMLM experiences a sharp decline in employment and fell with 4,64% in one year. Increasing labour cost (including wages) may be one of the famunicipalityors that contributed to the decline in employment in the RMLM.



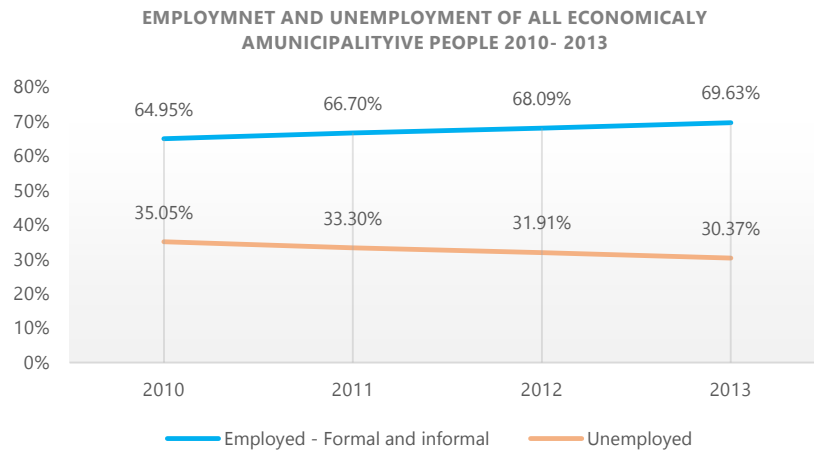
Labour Force

Employment & unemployment rate of economically amunicipalityive people

The table below presents a breakdown of the employment and unemployment rate of all the economically amunicipalityive people.

Economically amunicipalityive people -employed and unemployed

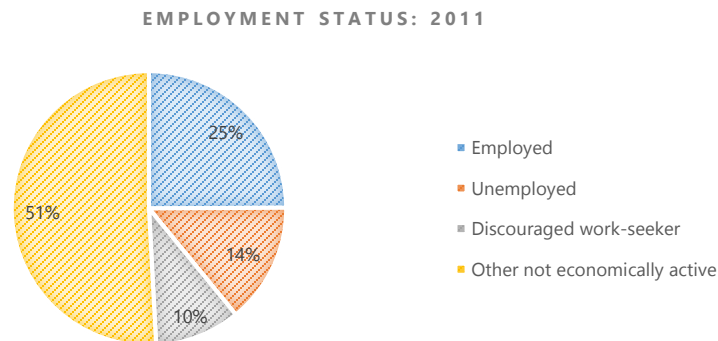
There is little change in term of employment and unemployment rate of all the economic amunicipalityive people has been taking place between the years 2010 and 2013. It also indicates that in 2013, 69,63% of all the economically amunicipalityive people in RMLM was employed.



Employment and unemployment rate

Employment status

The pie chart indicates the employment status of the economically amunicipalityive people aged between 15 -65 years of age.

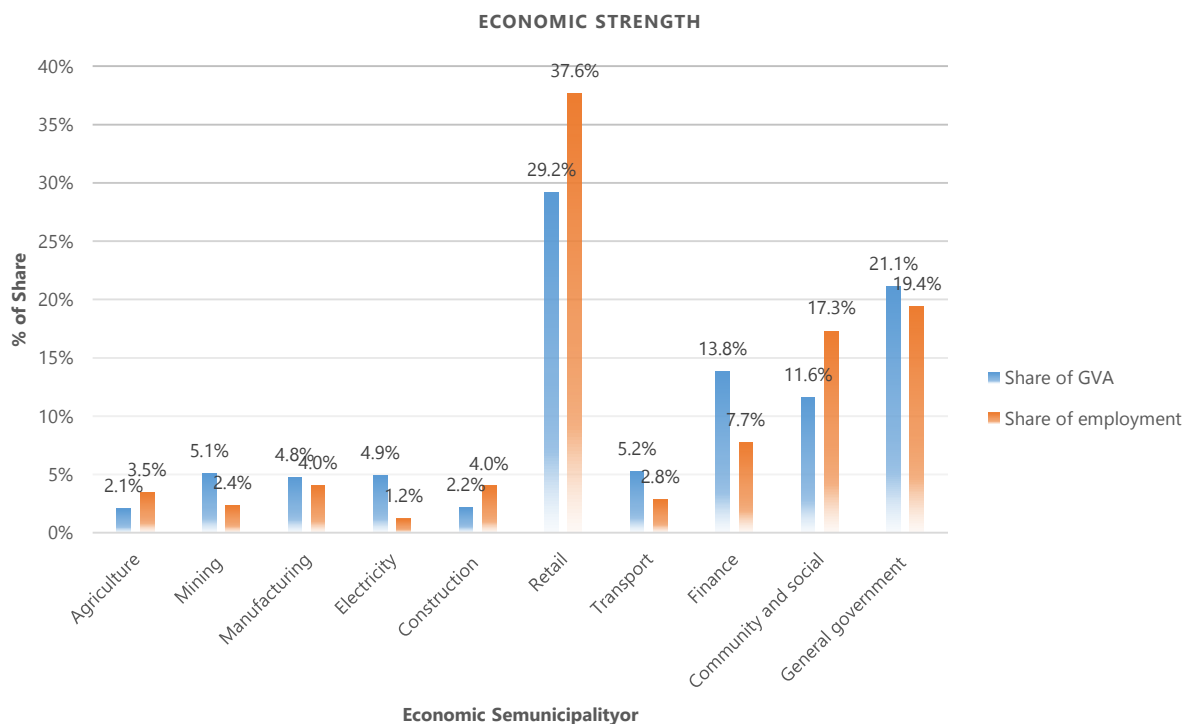


Employment & unemployment

A large 51% of the population in RMLM is not economically amunicipalityive. Adding strain to the situation is the famunicipality that 14% is unemployed and another 10% is discouraged work-seekers. This leaves a very small 25% of the pie chart as employed.

Employment by economic semunicipalityor

The dominant economic semunicipalityor in RMLM is a combination between Retail which contributes to more than 29, 2% of the GVA of the municipality and General Government which contributes 21, 1% of the municipal GVA. Finance is also relevant to the municipal GVA share at 13, 8%, 8 the share GVA. Retail also has the highest employment percentage at 37, 6%.



Economic strength

In spite of Ramotshere Moiloa rural nature, the dominant economic amunicipalityivities in the municipal area is in its tertiary semunicipalityor amunicipalityivities such as retail trade and services. The primary and secondary amunicipalityivities are not that prominent in the local economy.

The rural area is characterised mostly by small scale/subsistence agriculture, game farming and a few active mines near Nietverdiend. The manufacturing and services sectors are mostly located in towns (e.g. Zeerust and Groot Marico), with most of the manufacturing in Zeerust.

GVA and Employment by Municipality

In spite of Ramotshere Moiloa rural nature, the dominant economic activities in the municipal area is in its tertiary sector or activities such as retail trade and services. The primary and secondary activities are not that prominent in the local economy. The rural area is characterised mostly by small scale/subsistence agriculture, game farming and a few active mines near Nietverdiend. The manufacturing and services sectors are mostly located in towns (e.g. Zeerust and Groot Marico), with most of the manufacturing in Zeerust.

Economic growth rate

The table below depicts the annual growth GVA rates in the Ramotshere Moiloa Local Municipality since 2008. It can be seen that robust and positive growth was experienced, with annual growth rates averaging 1,60% over A period of six years.

Growth in GVA (R Millions, Constant 2005 Prices)



Comparison of Economic Growth Rates (2008-2011)

Location Coefficients

A Location coefficient or quotient (LQ) is basically a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region “unique” in comparison to the national average. For this study, location coefficients were developed for the municipality relative to the distrimunicipality, province and the country.

Location Coefficients

The role of the municipality relative to the distrimunicipality municipality - The top industry semunicipalityors relative to the distrimunicipality are:

1. Elemunicipalityrimunicipality, gas and water
2. Mining and quarrying
3. Wholesale and retail trade, catering and accommodation

The role of the municipality relative to the province

The top industry semunicipalityors relative to the province are:

1. Elemunicipalityrimunicipality, gas and water
2. Wholesale and retail trade, catering and accommodation
3. General Government

The role of the municipality relative to the country

Ramotshere Moiloa competitive advantage, relative to other areas lies in primarily in wholesale and retail trade, and the utilities semunicipalityor (elemunicipalityrimunicipality, gas and water). In comparison to the distrimunicipality which consist out of Mafikeng, Ditsobotla, Ratlou and Tswaing Local municipalities the most influential semunicipalityors is elemunicipalityrimunicipality, gas and water, wholesale and trade and mining and quarrying.

Road networks and access to motor vehicles

The majority of the community members within the Municipality do not own cars (81, 1%). For easy movement, public transportation is utilised. This is by means of busses, minibus taxis and trains.

There is a lack of passenger transport services in the municipality. The mode of travel predominantly used for work or school relates to trips is by foot **34.3%**. Minibus/taxi mode represents only **3.2%** of trips to work or school. Only **2.0%** of trips are undertaken by car drivers whilst **1.9%** of trips with private cars relate to passengers. These figures relate to the low levels of private motor vehicle ownership in the study area.

These figures also emphasize the challenges in terms of providing community facilities and amenities that will be accessible to communities living in widely dispersed villages. Tarring or paving of internal roads and roads maintenance were raised as priority issues in almost all wards, but overall backlog figures are not available. Formal paving / tarring will also assist with stormwater management.

Accessibility analysis is a spatial planning tool which assists strategic plans in determining the spatial location for future community facilities based on the access analysis. As mentioned above, 81,1% of the community do not have a private car, therefore the accessibility analysis was calculated in terms of driving time and walking time for the following community facilities:

Error! Reference source not found. to **Error! Reference source not found.** indicates that in terms of driving time, community facilities are accessible, some more than others but within reach of 45 min max. The spatial analysis for accessibility in terms of walking times is fairly different. The maps clearly indicate areas with a lack of community facilities and services especially to the Northern parts of the municipality. Financially, it would be impossible to service every single township with every single community facility. Therefore the spatial proposal will discuss the development of Rural Service Centres.

Situational Analysis: Synthesis

From the information above, one can see that the RMLM is but a small contributor to the North West economy and has a very small economic base. The average person in the RMLM is slightly worse off than the average South African person if measured in terms per capita income. Access to piped water, RDP standard sanitation, and municipal refuse removal remain challenges for a large percentage of households.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • A rich cultural and historic background for the development of tourism. • Low crime rate. • Dedicated Councilors and Officials. • Located on the Platinum Highway which is the Gateway to the rest of Africa. • Good urban infrastrumunicipalityure for development in urban areas, although maintenance is needed. • Good payment record to creditors. • Good record of consultation with communities. • Amunicipalityive Ward Committees. • Abundant natural resource base. 	<ul style="list-style-type: none"> • Bulk Infrastrumunicipalityure and maintenance of the existing one. • Lack of funding to fund projemunicipalities. • Basic Services backlogs. • Tollgate fees are excessive. • Lack of LED Strategy. • Limited market space for small businesses. • Physical location of Zeerust constrains its growth. • Centralised CBD, with weak access from other parts of LM • Debt collemunicipalityion is poor. • Inter municipality and intra-governmental relations (between the municipality and the traditional authorities) should be improved • Lack of strong community participation in some areas. • Non-existence of a business chamber • Division of powers and funmunicipalityions (between LM and DM).
• OPPORTUNITIES	• THREATS
<ul style="list-style-type: none"> • Abundant rural land for development and agriculture. • Opportunities for tourism development. 	<ul style="list-style-type: none"> • Limited Revenue Base . • High tariffs at the tollgate. • Low salaries and limited opportunities for upward mobility.

<ul style="list-style-type: none"> • Mining opportunities in Dinokana. • Spatial Development Initiative opportunities. 	<ul style="list-style-type: none"> • HIV/AIDS pandemic . • Unemployment. • Inadequate management systems. • Limited funding for development projemunicipalities. • Lack of serviced land for development. • Lack of development plan for the Municipality • Poverty amongst the people of the municipality low revenue base. • Limited local skill base. • Small revenue base.
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DEVELOPMENT NEEDS PER WARD

The purpose of conducting community and stakeholder-level analysis is to facilitate a process in which the municipal administrations address the priority needs and incorporate the initiatives of the people. In addition, the participation process raised the awareness of all the stakeholders with regard to the importance of the municipality as a vehicle to improve the quality of life of all.

The following is a list of re-prioritized projects from different municipalities Wards in the Municipal Area arising from the public participation process.

WARD	PRIORITIES PER VILLAGE/AREA		
1 A.J. THWESHA	Lekgophung	Swartkopfontein	Supingstad
	<ul style="list-style-type: none"> • Tarring of the road linking Lekgophung and Supingstad • Elimunicipalityrimunicipality connemunicipalities and High Mast Lights • Internal Water Reticulation • Unblocking of the RDP Housing Projemunicipality 	<ul style="list-style-type: none"> • Tarring of the Swartkopfontein Main Road • Internal Water Reticulation and Bulk Supply 	<ul style="list-style-type: none"> • Bulk Water Supply and Internal Reticulation • Elimunicipalityrimunicipality Connemunicipality

	<ul style="list-style-type: none"> • Resuscitation of abandoned LED project municipalities and Funding for new ones • Sanitation • Multi Purpose Community Centre 	<ul style="list-style-type: none"> • Elemunicipalityrimunicipality Connemunicipalityion and High Mast Lights • RDP Houses • Multi Purpose Community Centre 	<ul style="list-style-type: none"> • yions & High Mast Lights • Tarring of Internal Roads • RDP Houses • Shopping Complex • Multi Purpose Community Centre • Funding for LED Projemunicipalitys • Upgrading of Sports Grounds • Renovations of schools • Satelite Police Station
2	Moshana <ul style="list-style-type: none"> • Internal Water Reticulation and Yard Connemunicipalityions • Elemunicipalityrimunicipality infills and High Mast Lights • Paving of the Sikwane Road and maintenance of internal roads • RDP houses • Fully Fledged Clinic with Nurses Homes and Ambulance • Major renovations at Moshana Primary School • Rural Sanitation • Multi Purpose Community Centre • Fencing for cemeteries • Funding for LED projemunicipalitys 		
3	R.O. Mokgatlhe	Driefontein <ul style="list-style-type: none"> • High Mast Lights • Maintenance - internal roads • Multipurpose Centre • Post Office • RDP Houses • Rural Sanitation • Fencing of graveyards 	Go-Mokgatlha/Moshana <ul style="list-style-type: none"> • Tarring of internal roads • Elemunicipalityrimunicipality infills • High Mast Lights • RDP Houses • Rural Sanitation
	Borakalalo		Poosedumane

4	K.R. Phale	<ul style="list-style-type: none">• Bulk Water Supply• 300 Rdp Houses• Rural Sanitation• Tarring of 6km’s of Internal Roads• Elemunicipalityrimunicipality infills in the ward & High Mast Lights• Bridges and Internal Roads• Upgrading Moalosi Dam• Renovations of the Comm. Hall• Nurses/Ambulance at Clinic• Grazing Land• Fencing of the graveyard• Funding for LED projemunicipalitys• Rehabilitation of dams		<ul style="list-style-type: none">• Bulk Water Supply• 300 RDP Houses• Tarring of Internal Roads• Renovations – Tshwaraganang P.S• Elemunicipalityrimunicipality• Maintenance – Internal Roads• Bridge• Rural Sanitation• Fencing of the graveyard• Funding for LED projemunicipalitys• Rehabilitation of dams
		5	M.P. Moabi	Gopane <ul style="list-style-type: none">• Construmunicipalityion of reservoir @ Gaseane & drilling of boreholes• 200 elemunicipalityrimunicipality infills & upgrading of transformers• High Mast Lights (15)• Paving of D145 road and tarring of 8km’s of internal roads• Health Centre and Nurses Homes• 200 RDP Houses• VIP Toilets (250)• Sports Facilities• Renovations of Lefokog Primary and build a community library• Funding for LED projemunicipalitys• Renovations – Tribal Office• Fencing of graveyars

6	P. Mothusi		<ul style="list-style-type: none">• Renovations at Tlhomeso Primary School & VIP toilets• Funding for LED projemunicipalities• Fencing of graveyards	<ul style="list-style-type: none">• Refurbish the community Hall• Upgrading of sports facilities• Renovations @ Maphephane PS• Funding for LED projemunicipality s• Fencing of graveyards
		Gopane/Radikhudu/Borothamadi		
		<ul style="list-style-type: none">• Bulk Water Supply – Reservoirs (Borothamadi 2, Radikhudu 2, Puana1, Boseja 3, Go-Mokgatla 1)• Upgrading of Internal Roads (Details of the identified roads available in the IDP Office)• Upgrading of Stormwater (D415 road, Skoonplaas and Madibana)• High Mast Lights (Total 50)• RDP Houses (Total = 782)• Rural Sanitation including at Schools in the water• Upgrading of Community Hall• Elemunicipalityrimunicipality infills/connemunicipalityions		
7	W.M. Mokotedi	Mokgola		Nyetse
		<ul style="list-style-type: none">• Bulk Water Supply, buster pump at Phakedi and the construmunicipalityion of a reservoir• Elemunicipalityrimunicipality connemunicipalityions• RDP houses• Tarring of internal roads• Construmunicipalityion of bride at Ga-Ranoge and Sepitse• Multi Purpose Community Centre• Upgrading of the Stadium and the construmunicipalityion of a library• Funding for LED Projemunicipalities• Fencing of the graveyards		<ul style="list-style-type: none">• Bulk Water Supply and internal reticulation• Tarring of internal roads• Elemunicipalityrimunicipalit y infills in the new extentions• 500 Rdp houses• 6 High Mast Lights• Upgrading of Sports Facilities• Renovation of Community Hall• Funding for LED projemunicipalities• Fencing of the graveyards
		Lekubu		

<p>8</p> <p>G.A. Lamola</p>	<ul style="list-style-type: none"> • Bulk Water Supply • Community Hall • High Mast Lights • Upgrading of the Tribal Office • Internal Water Reticulation • Maintenance of the internal road • Upgrading of internal roads • Funding for LED Projemunicipalities • RDP Houses • Maintenance of the Stadium • Rural Sanitation • Funding for LED projemunicipality
<p>9</p> <p>M.G. Megalane</p>	<p>Tsibogo, Garatsara, Gomokgatlhe, Moetsane, Molebatsi, Marwala, Puana, Kgalagatsane, Garakoko, Matlapana, Maramage</p> <ul style="list-style-type: none"> • Construction of a reservoir and internal water reticulation and house connections • Rural sanitation • High Mast Lights • Elementary municipality infills • Solar Geysers • RDP Houses (250) • Tarring of internal roads (16kms) • Multi Purpose Community Centre • Funding for LED projemunicipalities • Fencing of graveyards
<p>10</p> <p>S.C. Ramaina</p>	<p>Dinokana</p> <ul style="list-style-type: none"> • Bulk Water Supply and internal reticulation • Tarring of internal roads • High Mast Lights • Multi Purpose Community Centre • Moetsane dam • Hospice • RDP Houses • Upgrading of Dinokana Stadium (Phase 2) • Funding for LED Projemunicipalities • Small Business Industry/Workshop • Rural Sanitation • Fencing of graveyards <p>Dinokana</p>

11	S. Modibetsane	Bulk Water Supply and internal reticulation Tarring of the main bus routes – Seferella, Mmamoswane, Ramolefi, Tarring of internal roads Stormwater Elemunicipalityrimunicipality connemunicipalityions/extentions High Mast Lights (Solar) Rural Sanitation Renovations at Schools – Mmamoswane, and Monnamere Primary Schools RDP Houses Fencing of graveyards		
12	N.P. Chabane	Welbedacht Residential Stands Resealing and tarring of internal roads Cleaning of graves Maintenance of the Old Aged Homes Sanitation facilities for the community members living in the shacks at the Old Aged Houses High Mast Lights RDP Houses Maintenance of parks		
13	L.T. Mbangi	Setete <ul style="list-style-type: none"> • Bulk Water Supply and Internal Reticulation • Elemunicipalityrimunicipality Infills and High Mast Lights • Tarring/paving of internal roads • RDP Houses • Multi Purpose Community Centre • Construmunicipalityion of a clinic • Rural Santation • Upgrading of the Tribal Office • Upgrading of Rearabilwe Primary School 	Bosugakobo <ul style="list-style-type: none"> • Bulk Water Supply and Internal Reticulation • Elemunicipalityrimunicipality Connemunicipalityions and High Mast Lights • Tarring of road from metroblitz through Kgophung to Ikageleng • RDP Houses • Multi Purpose Community Centre • Clinic • Rural Sanitation • Funiding for LED projemunicipalitys • Fencing of graveyards 	
14	T.D. Molefe	Khunotswana Tarring of the main road from Khunotswana to Zeeruts 22Km's Bulk Water Supply and Yard Connemunicipalityions	Madutle and Matlhase Bulk Water Supply and House	Willowpark <ul style="list-style-type: none"> • Elemunicipalityrimunicipality Connemunicipalityions

15 A.N. Thale	Elemunicipalityrimunicipality Infills – 120 houses High Mast Lights Library Unblocking of the RDP Housing Projemunicipality Soccer Ground Rural Sanitation Development of a new graveyard		Connemunicipalit yions Secondary School at Madutle Clinic Elemunicipalityri municipality Infills – 30 Houses High Mast Lights Rural Sanitation RDP Houses	<ul style="list-style-type: none"> • High Mast Light • Feedlot • RDP Houses • Upgrading of the soccer field
	Zeerust Town <ul style="list-style-type: none"> • Upgrading of the Zeerust Purification Plant into a biological plant • Servicing and subdivision of residential sites • Construmunicipalityion of bridges at Doorn, Fontein, Kloor and Queen Streets • Resurfacing of internal roads • Construmunicipalityion of a proper Taxi Rank • Upgrading of stormwater in church street • Installation of parking metres and creation of additional parking space • Installation of prepaid elemunicipalityrimunicipality metres in all the houses 	Shalimar Park <ul style="list-style-type: none"> • Servicing of residential sites • Resurfacing of interanal roads • Maintenance and installation of street lights • Upgrading of stormwater • Maintenance of parks • Upgrading of sporting facilities 	Henryville <ul style="list-style-type: none"> • Servicing of residential stands • Tarring and resurfacing of internal roads • High Mast Lights • RDP Houses • Upgrading of the park • Stormwater drainage system 	Olienhout Park/Kruisrivier <ul style="list-style-type: none"> • Water Supply and Internal Reticulation a Kruisrivier • Elemunicipalityri municipality Supply at Kruisrivier • Sanitation at Kruisrivier • Tarring of internal roads • High Mast lights • Social Housing Projemunicipality • Rerourting of trucks from N4 • Maintenance of existing street lights • Brickmaking projemunicipality • Community Hall
	Ikageleng			

16	M.K. Mosiane	<ul style="list-style-type: none"> • Servicing of residential stands • 2500 RDP Houses • Identification of a new site for the graveyard • Tarring of Internal roads and resurfacing of the existing ones • Development and upgrading of parks • Maintenance of Street Lights and provision of additional high mast lights • Sidewalks on the main roads • Construction of a bridge at Mogolegang Street • Library • Funding for LED Project municipalities 		
17	Mokgatle	Groot Marico <ul style="list-style-type: none"> • Servicing of both residential and business sites • Upgrading of the Sewerage Purification Works • RDP Houses • High Mast Lights • Multi Purpose Community Centre • Upgrading of the Sports Stadium • Development of residential sites • Tarring of internal roads 	Mogopa & Skuinsdrift <ul style="list-style-type: none"> • Tarring of the road linking Mogopa and Skuinsdrift • Tarring of internal roads • Servicing of internal roads • RDP houses • High Mast Lights • Municipality municipality Infills • Multi Purpose Community Centre • Sports Stadium • Purchasing of the Skuinsdrift Farm for the community • Rural Sanitation 	
18	S. Nyanto	Ntsweletsoku <ul style="list-style-type: none"> • Bulk Water Supply in all the municipalities • Municipality municipality connections at Senkapole and infills in the other municipalities • High Mast Lights • Fully Fledged Clinic • Tarring of internal roads • RDP houses • Rural Sanitation • Development of a Sports Facility • Fencing of Graveyards • Funding for LED project municipalities 	Mosweu <ul style="list-style-type: none"> • Bulk Water Supply and Internal Reticulation • Municipality Supply in the village and infills and High Mast Lights • RDP Houses • Tarring of the road connecting the village with the main road • Development of Sports Facility 	Mmantsie <ul style="list-style-type: none"> • Bulk Water Supply & internal reticulation • Municipality connections • Tarring of internal roads and upgrading of bridges • High Mast Lights • RDP Houses • Community Hall • Sports Stadium

19 P. Motang			<ul style="list-style-type: none">Tarring of internal roads and upgradingoFunding for LED ProjemunicipalitsFencing of Graveyards	<ul style="list-style-type: none">Funding for LED projetsFencing for the graveyard
	Doornlaagte		Reagile	Mmasebudule
	<p>Bulk Water Supply and Reticulation Elemunicipalityrimunicipality: Bulk Supply and Internal Ret.</p> <p>Tarring of the Provincial Road between Nietverdiend and Groot Marico</p> <p>Agricultural Camps</p> <p>High Mast Lights</p> <p>Community Hall</p> <p>Clinic with Ambulance</p> <p>RDP Houses</p> <p>Rural Sanitation</p> <p>Attending to defemunicipalits on the paving roads projemunicipality</p>		<ul style="list-style-type: none">Bulk Water Supply and internal reticulationElemunicipalityrimu nicipality Connemunicipalityi onsElemunicipalityrimu nicipality vending machneHigh Mast LightsRDP HousesTarring of internal RoadsClinicRural SanitationCommunity HallFencing of graveyardsFunding for LED projemunicipalits	<ul style="list-style-type: none">Bulk Water Supply & Internal ReticulationUpgrading of Mmasebudule PrimaryTarring of the road linking Mmasebudule with the Gaborone roadHigh Mast LightsMulti Purpose CentreLibraryRdp HousesSports StadiumRural Sanitation
	Rietpan		Lobatla	Motswedi
20 R. Senna	<ul style="list-style-type: none">Water – House connemunicipalityions in 189 householdsElemunicipalityrimunicipal ity InfillsHigh Mast LightsTarring of internal RoadsRDP Houses = 400	<ul style="list-style-type: none">Tarring of the main road linking Motswedi and Lobatla (15kms)Bulk Water Supply and internal reticulationElemunicipalityrimunicipality connemunicipalityionsHigh Mast Lights	<ul style="list-style-type: none">Ambulance and Generator at the ClinicTarring of Internal RoadsPrimary School at Nkaikela	

	<ul style="list-style-type: none"> • Multi Purpose Community Centre • Funding for LED prolemunicipalities 	<ul style="list-style-type: none"> • Elemunicipalityrimunicipality connemunicipalityion at the Multi Purpose Centre 	<ul style="list-style-type: none"> • Multi Purpose Community Centre • Rdp Houses • Rural Sanitation • High Mast Lights
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GOVERNANCE AND INSTITUTIONAL ANALYSIS

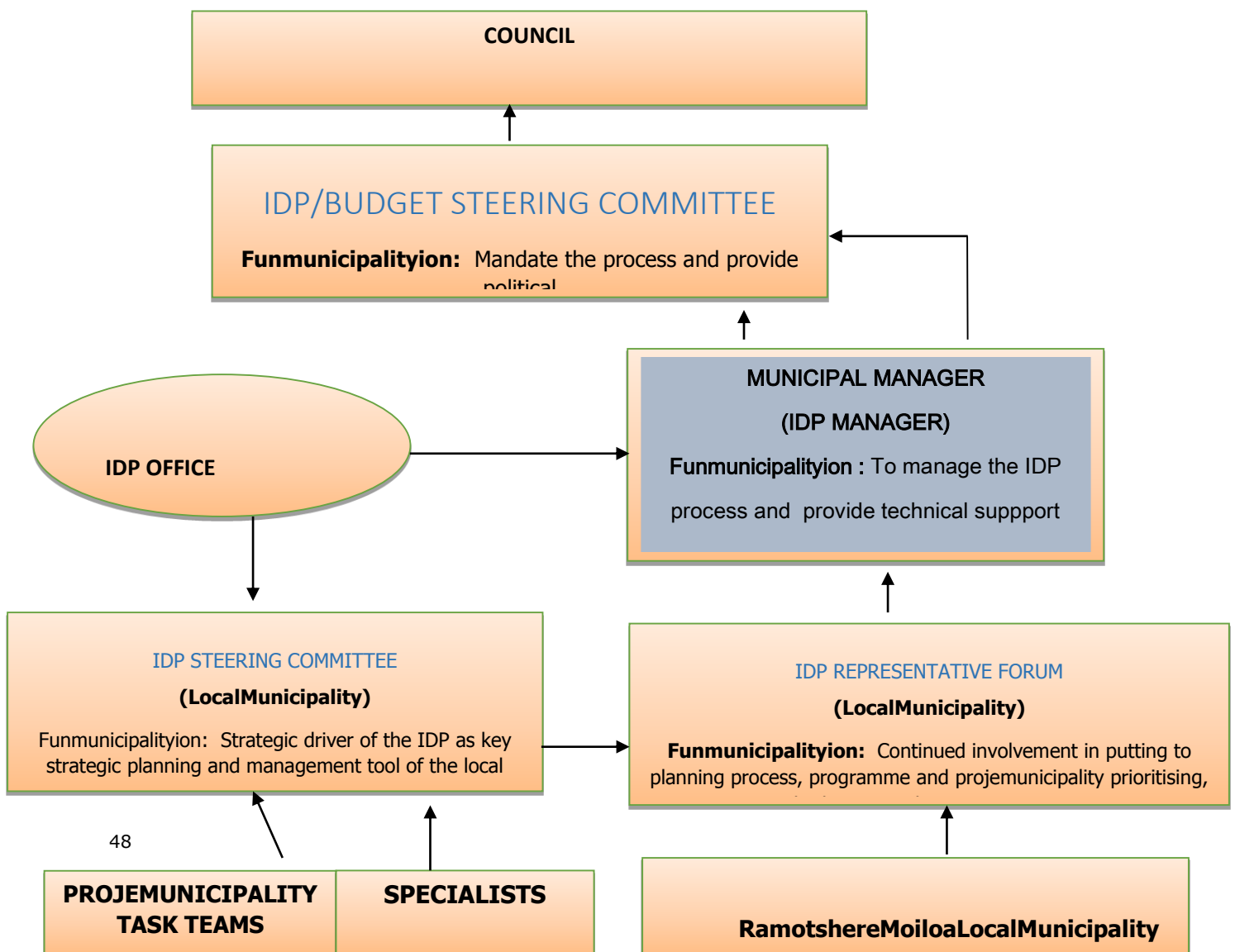
The Council of Ramotshere Moiloa Local Municipality is an Executive Type with the Mayor serving as the Chairperson of the Executive Committee. The Municipality therefore comprises of the following;

The Municipal Council consists of 34 Councillors with a full-time Mayor and Speaker, and 4 Council Sub-Committees chaired by Members of the Executive Committee as follows;

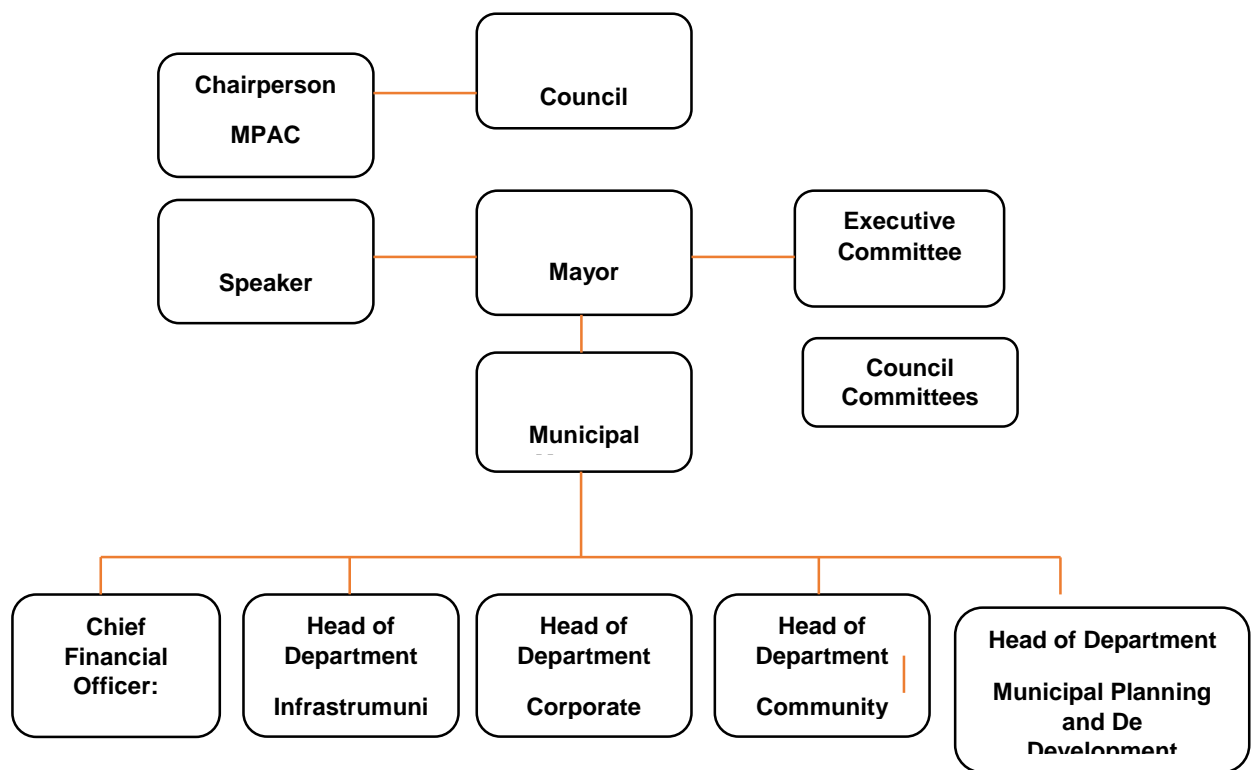
- Community Services Portfolio Committee – Cllr. Mosiane
- Technical Services Portfolio Committee – Cllr. Mogotsi
- Local Economic Development Portfolio Committee – Cllr. B.E. Montwedi
- Corporate Services Portfolio Committee – Cllr. M.P. Moabi
- Finance Portfolio Committee – Cllr. Pilane
- Municipal Public Accounts Committee – Cllr. Mothusi
- Rules Committee – Cllr.
- Asset Management Committee – Cllr Pine

The following diagram represents the Institutional Arrangement for the IDP process in the Municipality

Diagram : Institutional arrangements for the Comprehensive Local Municipality IDP process



(a) POLITICAL STRUMUNICIPALITYURE



The Council exercises the municipality's executive and legislative authority in accordance with Semunicipalityion 4 of the Municipal Systems Amunicipality 32 of 2000. The Council has an oversight political role on the administration.

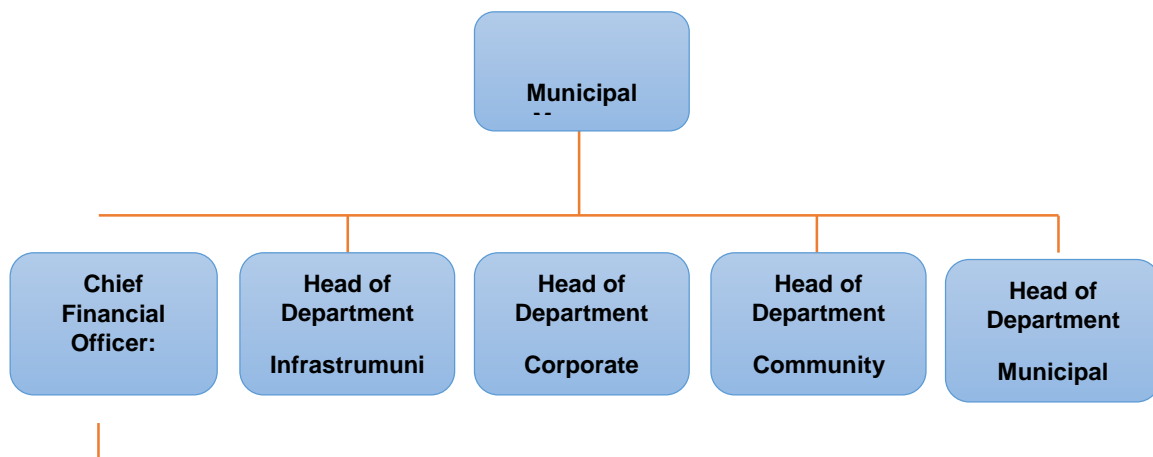
(b) ADMINISTRATIVE STRUMUNICIPALITYURE

The Municipal Manager as the Accounting Officer is responsible for the overall management of the municipality. The administrative wing of the municipality is made up of 6 departments, including the Office of the Municipal Manager. The departments and their functions are contained in the table below:

Department	Office of the Municipal Manager	
Functions	PMS, Information Technology, Internal Audit, Communication, Support to Office of the Speaker and Support to Office of the Mayor	
Department	Corporate Support Services	BUDGET AND TREASURY OFFICE
Functions	<ul style="list-style-type: none"> HUMAN RESOURCES MANAGEMENT, LEGAL SERVICES, CORPORATE ADMINISTRATION, COUNCIL SUPPORT SERVICES AND FLEET MANAGEMENT 	<ul style="list-style-type: none"> REVENUE AND EXPENDITURE SERVICES FINANCIAL MANAGEMENT AND BUDGETARY SERVICES SUPPLY CHAIN MANAGEMENT SERVICES
Department	Community Development Services	Infrastructure Services
Functions	<ul style="list-style-type: none"> LAND, PARKS AND CEMETERIES, LIBRARIES COMMUNITY FACILITIES ENVIRONMENTAL HEALTH, PUBLIC SAFETY, WASTE MANAGEMENT AND DISASTER MANAGEMENT SOCIAL SERVICES 	<ul style="list-style-type: none"> CIVIL ENGINEERING SERVICES MUNICIPAL ROADS AND STORM WATER WATER SERVICES FACILITATION LAND USE MANAGEMENT ELIMINATING RUMINICIPALITY PUBLIC WORKS

Department	Town Planning and Development
Funmunicipalityions	<ul style="list-style-type: none"> • INTEGRATED DEVELOPMENT PLANNING • LOCAL ECONOMIC DEVELOPMENT • AGRICULTURE & TOURISM • SPATIAL PLANNING

The Municipal Organogram is as follows:



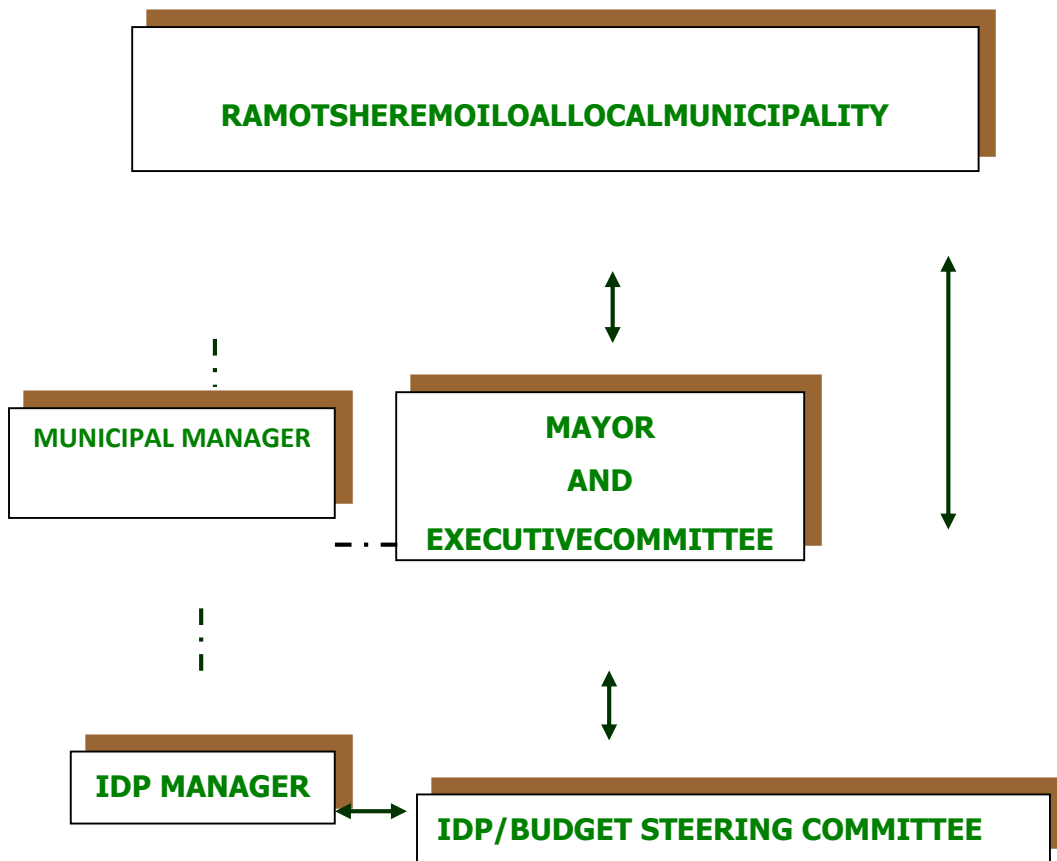
The administration of the Council is governed by the democratic values and principles embodied in Section 195 (1) of the Constitution. Therefore administrative strumunicipalityure has been created to manage and implement policies and procedures as developed and adopted/approved by Council. The Ramotshere Moiloa Local Municipality's administrative model includes:

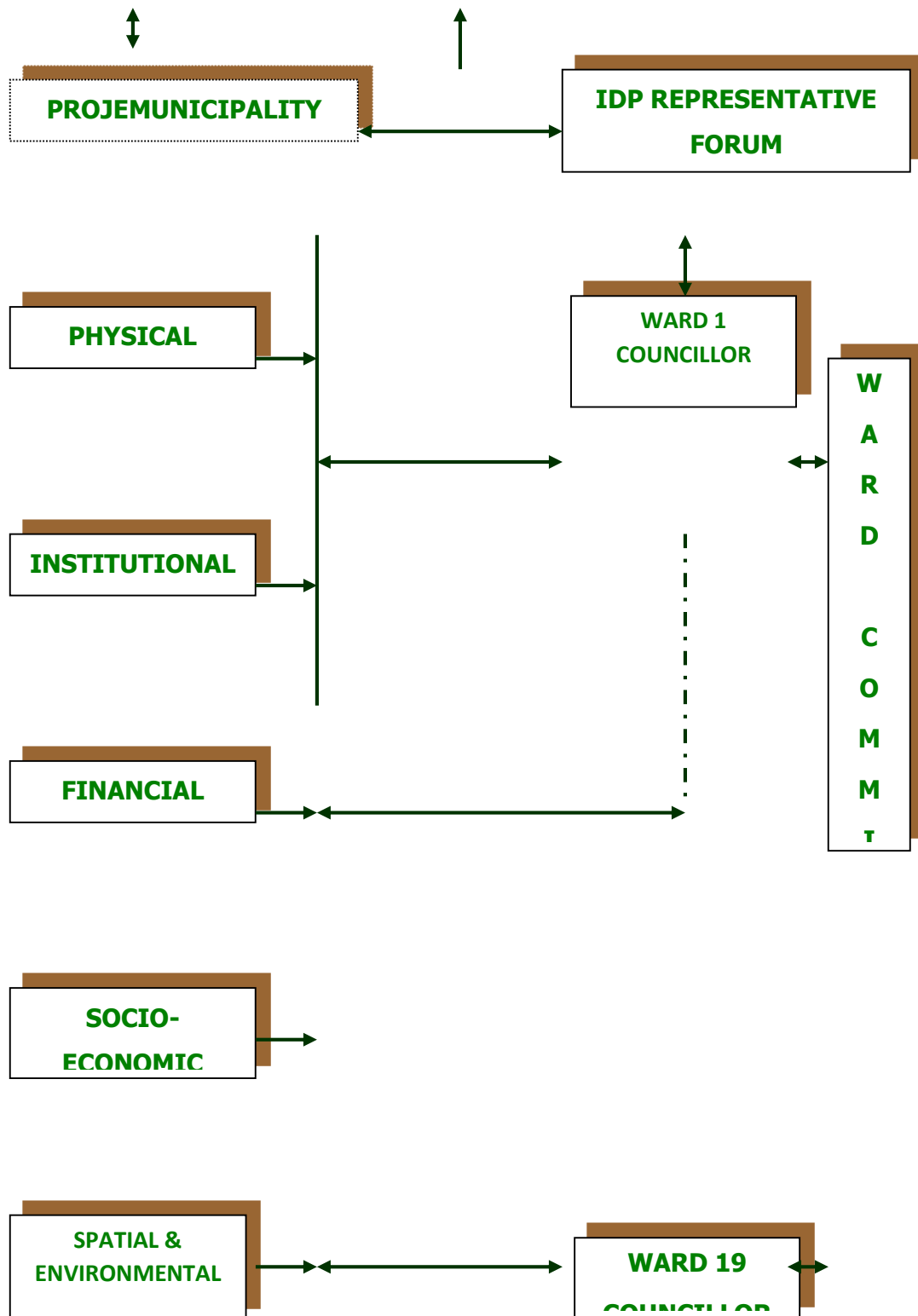
Many of the strumunicipalityures and systems are now in place to deliver the Municipality's strategic vision. A comprehensive performance management framework is

being established that links the IDP through to individual development plan and clear expemunicipalityations.

IDP Management Strumunicipalityure

Diagram: IDP Institutional Strumunicipalityure





3.2.1 ROLES AND RESPONSIBILITIES

Strumunicipalityure	Funmunicipalityion
Municipal Council	<ul style="list-style-type: none"> • Consider and adopt a Process Plan • Consider, adopt and approve the IDP
IDP Management Committee-Chaired by the Municipal Manager	<ul style="list-style-type: none"> • Decide on the process plan • Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP • Decide on the roles and responsibilities of persons involved in the process
Ward Councillors	<ul style="list-style-type: none"> • Link the planning process to their constituencies and/or wards • Lead consultation meetings at ward level • Ensure that ward issues are addressed
IDP Manager	<ul style="list-style-type: none"> • Facilitates IDP Processes of the municipality • Advices the Municipal Manager: • IDP Processes and timeframes (process plan) • Semunicipalityor participation in all processes • Participation of municipal departments • Ensures that the municipality has an IDP Process Plan – communicated internally and externally
Heads of Departments and	<ul style="list-style-type: none"> • Provide relevant technical, semunicipalityor and financial information to be analysed for determining priority issues

Officials/Steering Committee	<ul style="list-style-type: none"> • Contribute technical expertise in the consideration and finalisation of strategies and identification of projemunicipalities • Provide budgetary information • Take the responsibility for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government for alignment
IDP Representative Forum- Chaired by the Mayor	<ul style="list-style-type: none"> • The forum will be responsible for: • Representing the interests of their constituents in the IDP process • Providing an organisational mechanism for discussion, negotiation and decision-making between the stakeholders and the Municipality • Ensuring communication between all stakeholders' representatives • Monitoring the performance of the planning and implementation process

(i) **Municipal Council**

The Ramotshere Moiloa Local Municipality has the responsibility of preparing and adopting a process plan. It undertakes the overall management and co-ordination of the planning process, which includes ensuring that:

- All stakeholders are involved and procedures for public participation and consultation are adhered to.
- The Public Participation Policy is used as a guide for public participation and consultation.
- There is a time schedule adhered to.
- That the planning process be related to the needs and priorities of the communities.
 - That the other organs of state are taken on board.
 - Partnership is promoted.

The Executive Committee delegates the funmunicipalityion of the overall management process to the Municipal Manager and any other person who is in charge of the overall IDP process.

Councillors on the other hand are the major link between the municipality and the residents. They link constituencies and organise public consultation and participation. They also ensure that the annual business plans and the budget are linked and informed by the IDP.

Final decisions on all aspemunicipalitys of the IDP process and the IDP itself rested with the Ramotshere Moiloa Municipal Council. After approval by Council, the IDP must be submitted to the MEC of Local Government for final approval. A copy must also be submitted to the Central Distrimunicipality Council for information and inputs into the distrimunicipality IDP.

(ii) Mayor

The Mayor and the Executive Committee will guide the IDP process as the authorised representatives of Council. The IDP and Budget Steering Committee and the IDP Manager report diremunicipalityly to the Mayor and the Municipal Manager.

(iii) IDP Manager& Municipal Manager

The Municipal Manager and the IDP Manager are responsible for the overall management and co-ordination of the whole IDP process.

(iv) IDP and Budget Steering Committee

This Committee is comprised of the following;

**The Mayor
Speaker
Whips – Political Parties
represented in
EXCO Members**

**Municipal Manager
All Diremunicipalityors
And IDP Manager**

(v) IDP Representative Forum

- | | |
|--|---|
| <ul style="list-style-type: none"> • All 19 Ward Councillors two members from each Ward Committees • Community Development WorkersMunicipal Manager/IDP Manager: (Facilitator) • Diremunicipalityors and Unit Managers • IDP and Budget Steering Committee • Telkom • Eskom • Botshelo Water • All Semunicipalityor Departments • Department of Public Works • Department of Water Affairs and Forestry Department of Land Affairs • Provincial Department of Human Settlements • Department of Economic Development and Tourism • Department of Public Works, Roads and Transport | <ul style="list-style-type: none"> • Department of Arts, Sports and Culture • Department of Social Development • Department of Health • Department of Agriculture and Rural Development • Department of Home Affairs • Department of Education • South African Social Security Agency • Farmers' Unions • Ngaka Modiri Molema Distrimunicipality Municipality • Youth and Sports Organisations • Local Chambers of Commerce • Disabled Groups • Local Aids Council • Kopanang Bahurutshe Taxi Association • Lehurutshe Traditional Leaders Authority • Mines in the jurisdimunicipalityion of the municipality • South African Police Services • Justice and Peace Commission |
|--|---|

(vi) Project Municipality Task Teams

By identifying specific task teams responsible for a specific municipality and all issues normally associated with that municipality, a more focused and specialised approach was adopted. Each task team functioned under the leadership of an Official designated for the specific team based on their unique expertise and experience. An identified Councillor for each Task Team ensured political buy-in and approval.

The Manager responsible for IDP and the Steering Committee exercised overall control and management of all the Task Teams and are responsible for the integration and co-ordination of the inputs.

CHAPTER TWO

STRATEGIC FOCUS AREAS

As Local Government, Ramotshere Municipality has contributed to the achievement of a number of significant social, environmental and economic development advances, since the ushering in of the new democratic municipal dispensation in December 2000. The majority of the citizens have increased access to a wide range of basic services and more opportunities have been created for their participation in the economy. Local government is a fundamental component of the reconstruction and developmental mandate of our country.

The aims of democratising our society, protecting our natural assets, becoming financially sustainable and growing our economy inclusively can only be realised through a Local Government system that is accountable, responsive, effective and efficient. Therefore the focus of the 2012/2016 IDP would focus on building a more inclusive developmental local government that would further translate the Municipality's Vision into action.

The Municipality's Eight Point Plan is summarised and further builds on and embraces the key choices and sets out a clear plan of action that will deliver on the

Municipality's Vision. Following the Eight Point Plan we will then present the Strategic Projemunicipalitys for the 2015/16 financial year.

The Municipal Scorecard, which brings together the Municipality's Eight Point Plan and the respemunicipalityive strategic focus areas, is presented in the form of a matrix. The Scorecard gives us an indication of all the measures that will be used to help us monitor our performance using the National Key Performance Areas. This chapter ends with a summary of the key focal points of the 2015/16 IDP formulation.

Chapter Three presents the details of the Municipality's IDP. The desired outcomes and the goals of each of the Eight Plans are tabled together with an abridged Service Delivery Budget Implementation Plan (SDBIP). The SDBIP's are strumunicipalityured around Strategic Focus Areas (SFAs) with a number of programmes under each SFA. For each programme, a set of key projemunicipalitys are presented in tabulated form. Capital and operational budget allocation (over a three year period) per Plan are also provided.

Chapter Four outlines the relationship between the IDP and other Municipal instruments that make implementation and monitoring possible.



MILLENNIUM DEVELOPMENT GOALS

- Eradicate extreme poverty and hunger;
- Achieve universal primary education;
- Promote gender equality and empower women;
- Reduce child mortality;
- Improve maternal health;

- Combat HIV/AIDS, malaria and other diseases;
- Ensure environmental sustainability;
- Develop a Global Partnership for Development.

NATIONAL DEVELOPMENT PLAN (NPC 2030 VISION

- An economy that will create more jobs
- Improving economic infrastructure, through freight and logistics, industrial and economic development infrastructure
- Transition to a low carbon economy, through installation of 5 carbon budgeting, installing 5 million solar water heaters by 2030 and creating an energy efficient economy
- An inclusive and integrated rural economy
- The transformation of human settlements
- Improving the quality of education, training and innovation
- Quality healthcare for all

THE INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)



ACCESS:

To ensure people have access to social and economic services, opportunities and choices.

GROWTH:

To harness urban dynamism for inclusive, sustainable economic growth and development.

GOVERNANCE:

To enhance the capability of the municipality and the community to work together to achieve social integration.

SPATIAL TRANSFORMATION:

To forge new spatial forms in settlement, transport, social and economic areas.

These goals inform the priority objectives of the eight levers.

DELIVERY AGREEMENT: OUTCOME 9

- Implement a differentiated approach to municipal financing, planning and support;
- Improve access to basic services;
- Implementation of the Community Work Programme;
- Amunicipalityions supportive of the human settlement outcome;
- Deepen democracy through a refined Ward Committee Model;
- Improve administrative and financial capability;
- A single window of coordination.

DELIVERY AGREEMENT: OUTCOME 12

- Social Cohesion
- Empowered Citizenship
- Fair Citizenship
- Inclusive Citizenship

MEDIUM – TERM STRATEGIC FRAMEWORK (MTSF)

The Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 term. It reflects the commitments made in the national manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the Government's policies and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The MTSF highlights Government's support for a competitive economy, creation of decent work opportunities and encouragement of investment. This is the first MTSF to follow the adoption of the NDP in September 2012. The introduction of a long-

term plan brings greater coherence and continuity to the planning system and means that the MTSF now becomes a five year building block towards the achievement of the vision and goals of the country's long-term plan.

The aim of the MTSF is to ensure policy coherence, alignment and coordination across government plans as well as alignment with budgeting processes. Performance agreements between the President and each Minister will reflect the relevant municipalities, indicators and targets set out in this MTSF.

- Radical economic transformation, rapid economic growth and job creation
- Rural development, land and agrarian reform and food security
- Ensuring access to adequate human settlements and quality basic services
- Improving the quality of and expanding access to education and training
- Ensuring quality health care and social security for all citizens
- Fighting corruption and crime
- Contributing to a better Africa and a better world
- Social cohesion and nation building.

STATE OF THE NATION 2016

- Spend public funds wisely and cut wasteful expenditure, but without compromising on the core business of government and the provision of services to our people
- Restrictions on conferences, catering, entertainment, and social functions will be instituted
- We all have a lot to turn the economy around and to cut wastage
- A 10 point plan of Back to Basics priorities has been developed to guide the next phase.

- The plan includes the promotion of community engagement, which is absolutely critical to enable communities to provide feedback on their experience of local government
- Government will fast-track the implementation of the first phase of broadband roll-out to connect more than five thousand government facilities in eight municipalities over three year period
- To curb water wastage, the department of Water and Sanitation has begun its programme of training fifteen thousand young people as artisans
- The building of water infrastructure remains critical so that we can expand the access to our people and industry
- Programmes for the revitalisation of agriculture last year.
- Agriparks aimed at increasing the participation of small holder farmers in agricultural activities
- The agricultural programmes must empower women farmers as well
- It is important to remove domestic constraints to growth
- Revive prevention AIDS/HIV campaigns especially amongst youth

REPORT BACK ON THE NINE POINT PLAN 2015/16

- Advancing beneficiation adding value to our mineral wealth
- More effective implementation of a higher impact Industrial policy Action Plan
- Unlocking the potential of SMME, co-operatives, township and rural enterprise
- Resolving energy challenges
- Stabilising the labour market
- Scaling up private sector investment
- Cross cutting Areas to Reform, Boost and Diversify the Economy
- Science, technology, and innovation

- Water and sanitation
- Transport infrastructure
- Broadband rollout
- State owned companies

BACK TO BASICS

Local government has been a primary site for the delivery of services in South Africa since 1994. A tremendous progress has been noted in delivering the basic services in local government e.g. Water, electricity, sanitation and refuse removal at a local level. 61 Municipalities have committed to implementing the Back to Basics Programme which aims to meet the Back to Basic delivery. The programme is about serving the people at a basic level through the five pillars:



PROVINCIAL PRIORITIES (STATE OF PROVINCE ADDRESS)

The key priorities identified for the next five years for the province which influences the development of the Ramotshere 2016/17 IDP. The Premier highlighted Key intervention areas for the province that would influence the IDP for municipalities. In the SOPA the alignment of the IDP, PGDS and the NDP were stressed. In the speech the Premier alluded to the need of “Sustained shared economic growth as primary driver for job creation and poverty eradication”. To achieve decent work and sustainable livelihoods for inclusive growth 7 priority areas were defined as follows:

Priority Intervention 1: Boosting the economy of the province

Priority Intervention 2: Job creation and skills development

Priority Intervention 3: Increasing the standard of education

Priority Intervention 4: Uniting the citizens of North-West

Priority Intervention 5: Being accountable to the people particularly on the province's financial management

THE IDP ALIGNMENT OF PROGRAMS

COMMUNITY BASED PLANNING

MUNICIPAL VISION

The Vision for the municipality (more so the timeframe) has been amended to ensure that there is alignment with key strategic documents namely the National Planning Vision and The Provincial Growth and Development Strategy. Both these strategic documents have a 2030 timeframe. Through a more strumunicipalityured participation process with all stakeholders, the Municipality may choose to review our Vision so as to realise the development plans of National and Provincial government.

To realise our existing vision, we believe there are basic elements that all citizens, the business community and visitors must enjoy:

- Ease of movement in the Municipality;
- A safe environment in all parts of the municipal area;
- Access to economic opportunities;
- Resources to afford what the Municipality offers;
- A clean and green Municipality, capable of delivering a range of ecosystem goods and services;
- Homely neighbourhoods;

- Access to services, in particular municipal, health and education services.
- With the delivery of these, the people of Ramotshere should be able to:

KEY DEVELOPMENT CHALLENGES

Considering the current economic climate and global recession, significant strides have been made to address the key development challenges in the Municipality. There is however, some distance to go towards addressing the following challenges:

High rates of unemployment and low economic growth

The Municipality faces a challenge with regard to a marketable and skilled work force, thereby creating a gap in produmunicipalityivity, which in turn has a negative impamunicipality on the economic growth path. Limited efforts to encourage development of the green economy and development of infrastrumunicipalityure to support economic development will future stifle opportunities to reduce the high levels of unemployment.

High levels of poverty

Both the high level of unemployment and the high household dependency ratio leads to an increased number of communities living in abjemunicipality poverty. Current welfare systems and packages are unsustainable and the Municipality is compelled to diremunicipality more resources towards supporting its citizens. A strategic approach by the Municipality should be encouraged to ensure that more job opportunities are made available, economic development programmes are enhanced and basic services are provided to uplift citizens out of poverty.

Low levels of skills development and literacy

There is an urgent need to improve and transfer scarce skills to the citizens of Ramotshere. The Municipality has a responsibility to facilitate the improvement of literacy levels of the community and to ensure an adequate skills base to foster enterprise growth and job creation. This will assist the citizens to penetrate the competitive economic and manufacturing market.

The provision of acceptable basic services is a critical element in the national developmental agenda. Water, electricity, sanitation, waste removal and social amenities are key critical services which have been identified by communities that are required to meet their basic needs. Limited funding and exponential growth in the Municipality has increased the levels of backlogs.

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Loss of Natural Capital

Ecosystems and natural resources deliver essential environmental services (e.g. water supply, flood attenuation, climate control) that provide the foundation for human life and development. These resources are finite, and so their protection and efficient use is essential if irreversible degradation and loss of the Municipality's biodiversity is to be avoided and if the sustainability objectives of the IDP are to be achieved. Habitat destruction (or land transformation) and invasive alien species are widely regarded as the greatest threats to biodiversity. Other threats include over-exploitation (e.g. medicinal plants) and climate change.

Unsustainable developmental pramunicipalityices

The Municipality faces a challenge of reamunicipalitying to urban sprawl, which, in turn, results in increased informal settlement, overcrowded schools, ill health, marked spatial disparities, higher cost of providing infrastrumunicipalityure and services, disturbed ecosystems, biodiversity and environmental resources, changes in air quality, change in aesthetics and urban form, as well as loss of land for economic and agricultural services.

Ensuring adequate energy and water supply

The unsustainable use of resources such as energy and water has major impamunicipalitys on the environment, and will ultimately compromise the Municipality"s energy security, as well as its ability to deliver water of adequate quality and quantity to its citizens. Unsustainable resource use is a diremunicipality consequence of overprodumunicipalityion and consumption. Demand side management is a critical part of the approach to ensuring a more sustainable use of resources. In the case of water, whole catchment management (including areas that fall outside of the municipal area) as well as efficient nature conservation programmes will help to ensure that there is an adequate supply of clean water. The most sustainable solution to the energy crisis is to reduce the demand for energy and at the same time investigate alternative renewable energy sources

Ensuring food security

The Municipality could play a major role in ensuring food security.

Infrastrumunicipalityure degradation

Degradation has become a critical social problem, with effemunicipalitys such as flooding in the municipal area due to unexpemunicipalityed heavy rain. It is therefore critical that the Municipality works towards managing its assets, work towards mitigating climate change, ensure life cycle management of infrastrumunicipalityure, thus ensuring value for money.

Climate change

Escalating greenhouse gas emissions contribute towards climate change and will ultimately impamunicipality on human health, food security, natural resources, sea level rise, land loss and coastal infrastrumunicipalityure. As such climate change runs the risk of undoing all of the development gains of the last one and a half decades, and for a municipality such as Durban climate change adaptation in all semunicipalityors will have to become one of the Municipality"s top development priorities with the appropriate planning for climate change impamunicipalitys pervading throughout all municipal semunicipalityors.

In order to maintain our financial health and still align with the Municipality"s sustainable development strategy, new approaches to risk and growth need to be created. Thus, the challenge for financial sustainability amid increasing alignment with the ecological, economic and social demands of the Municipality means that budget adjustments need to be made on a regular basis.

For the Municipality to be financially sustainable, the Municipality needs to ensure that it maintains a balanced revenue base, it maintains and grows its rates base, and it encourages projects that are affordable and includes free basic services based on the existing budget. The Municipality should also ensure effective supply chain management through controlling costs, ensuring acceptable level of quality, increase citizen satisfaction as well as build operational resources that maximize community services.

Limited access to basic household and community services

The provision of acceptable basic services is a critical element in the national developmental agenda. Water, electricity, sanitation, waste removal and social amenities are key critical services which have been identified by communities that are required to meet their basic needs. Limited funding and exponential growth in the Municipality has increased the levels of backlogs.

STRATEGIC PRIORITY AREAS

In order to achieve our vision and to address the development challenges, there are a number of key strategic priority areas which need to be taken into consideration. These priorities lead to the creation of structures which support, house and associate other institutions and activities – the building blocks around which institutions and prioritisation take place. It also acts as a point of leverage for creating a sustainable municipality that is caring and liveable.

STRATEGIC PRIORITY ONE: Creating Sustainable Livelihoods

Goal

All citizens in a prosperous Ramotshere earn a decent living and support a sustainable lifestyle.

Value Statement

Ensure that initiatives undertaken by the Municipality contributes to strong economic growth, sustainable job creation, poverty alleviation, improved skills and promotes a Green Economy.

The creation of sustainable livelihoods aims to place our citizens at the centre of a web of municipal initiatives that influences how they can create a livelihood for themselves and their households.

STRATEGIC PRIORITY TWO: Socially Cohesive Municipality

Goal

Ramotshere has well rounded and caring citizens who amunicipality to support the common well-being of Ramotshere and embrace mutual respemunicipality, tolerance and compassion for those in need.

Value Statement

Ensuring the development of a Municipality where the current and future skills" needs of key commercial, industrial and government players are understood and can be met by our local, public and private educational and training institutions. Ensuring that adult literacy rates are impamunicipalityed positively through partnerships with the public and private semunicipalityors.

There is a need for continuous development of municipal staff who understand the local government environment, their role in improving the quality of life of Ramotshere

citizens and who are sufficiently skilled to do their jobs competently in a changing environment.

The realization of a caring and empowering Municipality can only be achieved through both the Municipality and its citizens working together to achieve effective local governance. Hence, citizens need to ensure that they are aware of their individual responsibilities and uphold the law whilst the Municipality needs to ensure that the citizen's voices are heard and they are included in municipal decision making processes.

This would also assist in fostering harmony between citizens so that mutual respect and tolerance as well as helping those in need become a way of life in Ramotshere. In addition, the Municipality will also strive to ensure the personal empowerment and development of both internal employees as well as of our citizens. This is important so as to ensure sound physical, psychological and emotional well-being of individuals. Specific focus will be directed to people with disabilities, elderly, marginalised and the youth.

This will ensure that the process of achieving equality for all is at the centre of the transformation process in the EMA, within all its structures, policies, procedures and practices. The provision of infrastructure and equitable facilities is a vital component to the development of a caring and empowering municipality. Whilst education is not a mandate of Local

STRATEGIC PRIORITY THREE: A Financially Sustainable Municipality

Goal

To maximise the Municipality's financial resources to ensure long-term financial viability and sustainability, thus improving service delivery.

Value Statement

Achieve confidence of all internal and external stakeholders in the Municipality's financial management, excellence in the service delivery of municipal financial services, and compliance with prevailing municipal financial legislation and reforms.

To achieve the above, the Municipality has to ensure it receives clean audit reports, achieve collection rates of over 95% through strict adherence to the Municipality's Debt Collection and Credit Control Policy, reduce debt, ensure cash on hand of around 60 days, achieve a 100% capital spend, produce a balanced and affordable budget in accordance with IDP priorities thus improving service delivery to all, ensure access to borrowings at favourable rates, ensure effective maintenance of assets, reduce costs to the Municipality, and improve productivity.

This will ensure that the Municipality has sufficient funds to meet its service delivery mandate and to ensure value-for-money for all its stakeholders. Another key sustainability issue, especially for the future, is climate change and the need for alternate sources of energy, especially in light of the recent Eskom electricity tariff increases. In this regard, the Municipality has set up the first Energy Office with the aim of reducing energy consumption in the municipality and developing alternate sources of energy.

STRATEGIC PRIORITY FOUR: Creating a Safer Municipality

Goal

All those who live, work, play and invest in Ramotshere feel and are safe in private and public spaces.

Value Statement

The safety, health and security of citizens are critical to quality of life. The Constitution asserts the rights of all citizens to be safe, healthy and secure. Government, at all levels, is required to fulfil these rights. The Municipality has committed itself to creating a caring municipality, with all citizens, businesses and visitors feeling safe and confident that their health and security needs are being met. The Municipality is also committed to job creation that eradicates crime and enables citizens to improve their health and well-being.

The creation of a safer municipality would require the Municipality to focus on three areas viz. crime, disasters and citizens health. The fight against crime could be intensified through the promotion of neighbourliness and community forums thereby ensuring that citizens connect with the municipality and work together in dealing with crime. An increase in the use and appropriate design and maintenance of public open spaces also contributes to enhancing neighbourhoods and reducing risks. The creation of partnerships between government, the private sector and communities can lead to more integrated and effective interventions being implemented.

Disasters; either natural, technological or environmental; strike all communities with the most devastating impact on the vulnerable. In ensuring a safer municipality, an assessment of potential hazards and measures to manage and mitigate the risk need to be instituted so as to reduce the effect of disasters.

The Municipality strives to ensure that the residents within the EMA enjoy good health and as such initiatives to achieve this will be implemented, with specific reference to improving maternal and child health and combating the spread of communicable diseases such as HIV/AIDS, TB and malaria.

STRATEGIC PRIORITY FIVE: Promoting an Accessible Municipality

Goal

All citizens of Ramotshere can easily and affordably access the facilities and service that they require for a sustainable lifestyle.

Value Statement

In line with national legislation and international agreements, the Municipality is committed to a sustainable development path that strives to balance social, ecological and economic priorities. As far as possible, all development must function in harmony with the natural resource base upon which human well-being and the economy depends.

Providing a quality living environment that is accessible to all citizens is a core mandate of the Municipality. Though substantial progress in the delivery of housing and basic

services has been made, there is still some way to go. National key performance indicators for municipalities show that the priorities are housing provision and basic service delivery. Therefore addressing these backlogs remains a municipal priority. Once the bulk of these backlogs are dealt with, increasing emphasis will be given to social service provision in line with the vision of creating and sustaining quality living environments.

An accessible municipality will ensure that all our citizens have access to facilities, basic services (either interim or equitable) and public transport options. This will assist in reducing pollution levels, provide access to cost effective transport, ensuring easy access to retail and social facilities as well as providing an acceptable level of interim services to settlements. The provision of access to these services should relate to the strategic spatial planning initiatives within the Municipality, with an aim to ensuring the accessibility principle is taken into account during the various planning processes. The provision and access to infrastructure creates an enabling environment for the development of a more diverse and sustainable economic semunicipality.

STRATEGIC PRIORITY SIX: Environmentally Sustainable Municipality

Goal

The environment of Ramotshere promotes the health of its citizens and its biodiversity.

Value Statement

A critical part of ensuring ecological integrity within the Ramotshere Municipality is to ensure the protection of the municipality's ecosystems and finite natural resources, which deliver essential environmental services (e.g. water supply, flood attenuation, climate control, building materials) and which therefore provide the foundation for human life and development. In order to achieve this, it is important that environmental sustainability principles, within a resource constrained environment that acknowledges the environmental thresholds within which we operate, are taken into account when identifying the development priorities of the Municipality and when

promoting and managing economic development, infrastructure, service delivery and municipal finances. This will help to ensure the protection of biodiversity and the maintenance of ecological integrity within Ramotshere Municipality as well as helping to meet the development objectives of the Municipality.

Specific areas of focus should include the development of the Green Economy, the initiation of a „Safe Operating Space“ study for Ramotshere Municipality, the creation of sustainable human settlements and responding appropriately to climate change. Development which is based on the principles of a Green Economy will result in investments being made in sustainable infrastructure and cleaner technologies thereby assisting in reducing the resource intensity of the economy, as well as promoting sustainable livelihoods. In addition, spatial planning must be enhanced and better aligned with the strategic development plans of the Municipality, in order to manage development appropriately and minimise impacts on the natural environment.

What is important is that these planning and economic decisions are informed by a better understanding of natural thresholds, and that municipality planning takes place in a way that ensures Ramotshere Municipality operates within these natural boundaries in order to ensure sustainability. A „Safe Operating Space“ study for Ramotshere Municipality will provide the first step in developing this understanding. One of the most serious risks facing the municipality relates to climate change which is likely to have adverse effects on water and food security, economic activity, human health, physical infrastructure and natural resources. A climate change strategy that focuses on mitigation, adaptation and transformation.

FORGING A PATHWAY TO SUSTAINABLE DEVELOPMENT

Development within Ramotshere is screened to ensure our commitment to a sustainable municipality is supported. The development dialogues listed above have associated pathways of development and can be summarized as follows.

Socially Cohesive

Within Ramotshere the way of life encompasses a nurturing outlook embracing compassion, mutual respect, municipality and tolerance for fellow citizens in need. Citizens are empowered with the knowledge, expertise and skills required for maintaining an acceptable standard of living, especially the marginalised.

Strategic Development Principles

- Ensure a more responsive local government;
- Engender mutual respect, municipality and ubuntu;
- Empower and develop skills of the citizens;
- Promote sustainable development of vulnerable groups;
- Develop a culture of helping citizens in the Municipality that are in need;
- Enhance municipal learning knowledge management;
- Create a transparent and accountable local government environment.
- Sustainable Human Settlements

Creating sustainable livelihoods

The standard of living is uplifted and maintained at an acceptable level for all citizens of Ramotshere. Livelihood strategies are developed for citizens to earn a decent living without compromising the needs of future generations.

Strategic Development Principles

- Create infrastructure for economic development;
- Improve and support new livelihood choices;
- Develop skills for the future economic semunicipalityors;
- Promote small and medium enterprise;
- Secure resources for future industrial development e.g. land;
- Retain businesses and promote expansion;
- Develop key economic semunicipalityors;
- Develop priority nodes and corridors.

Creating a Safer Municipality

The private and public spaces in which citizens live, play, work and invest are safe and secure environments. Citizens feel free to pursue a healthy lifestyle in a well-maintained living environment.

Strategic Development Principles

- Promote development of community strumunicipalityures/forums;
- Minimise risk to the Municipality and citizens;
- Create a healthier municipality;
- Mitigate against disasters;
- Alignment with National and Provincial Health and Safety Programs;
- Promote the security of citizens;
- Promote the safety of citizens.

Promoting an Accessible Municipality

A quality living environment is created for citizens, with easily accessible and affordable services and facilities. The lifestyle of citizens is sustainable whilst ensuring a high quality of life within Ramotshere.

Strategic Development Principles

- Promote use of public transport;
- Promote access to basic services;
- Increase density along nodes and corridors;
- Provide equitable access to social facilities;
- Align with strategic spatial plan for the municipality;
- Enhance communication networks;
- Increase economic and sustainable job opportunities.

- Sustainable Human settlements

An Environmentally Sustainable Municipality

The natural environment and resource base is preserved and utilised in a sustainable manner within Ramotshere. Development is implemented sustainably to ensure the health of citizens and its biodiversity.

Strategic Development Principles

- Sustain our ecosystems and natural resources;
- Understand the municipality's natural thresholds and develop within these boundaries.
- Develop integrated and collaborative partnerships to ensure innovative responses to environmental challenges
- Build a green economy and create green jobs;
- Create sustainable human settlement built form;
- Respond appropriately to climate change;
- Ensure alignment of the Municipality's strategic direction with environmental planning and sustainability principles.

A Financially Sustainable Municipality

Service delivery within Ramotshere is improved with the maximisation of the Municipality's financial resources. This is undertaken to ensure long-term financial viability and sustainability.

Strategic Development principles

- Grow and diversify our revenue base;
- Ensure sustainable budgeting;
- Enhance sound financial management and reporting;
- Focus on value for money expenditure.
- Co-ordinate, synergize and maximize public semunicipalityor funding

THE MUNICIPALITY'S PERFORMANCE SCORECARD

The Municipal Scorecard supports the IDP by setting out the key deliverables over the five year period corresponding to the five years for which the IDP is developed.

Implementation of the IDP commences with the development of the Municipal Scorecard. The Municipal Scorecard is divided into the five National Key Performance Areas as listed below.

The six National Key Performance Areas are:

- Basic Service Delivery.
- Local Economic Development.
- Good Governance and Public Participation.
- Municipal Institutional Development and Transformation.
- Municipal Financial Viability and Management
- Cross Cutting

Ramotshere Municipality operates on the basis of an Eight Point Plan which correlates to eight strategic focus areas, which areas are aligned to any one of the National KPAs based on best fit as illustrated in Figure 20 below.

This scorecard provides a helicopter view of Ramotshere Municipality's broad strategic objectives, this enables the Municipality Manager and Managers accountable to the Municipality Manager to ensure detailed implementation plans are developed. These get monitored through the Service Delivery Budget Implementation Plan (SDBIP) as well as the Individual Performance Plans or Performance Agreements throughout the year. The current IDP was introduced with the induction of the new Councillors in May 2011 and the five-year targets coincide with the term of office of the new Councillors. The current baseline has been set as of July 2011 and the annual as well as the five year targets will be measured based on this baseline.

THE EIGHT POINT PLAN

The Municipality's delivery plan is organised into eight separate but related plans. They are interrelated because the plans, programmes and projects are supportive of each other, to ensure greater impact in delivery.

The Eight Point Plan is listed as:

1. Develop and Sustain our Spatial, Natural and Built Environment.
2. Developing a Prosperous, Diverse Economy and Employment Creation.
3. Creating a Quality Living Environment.
4. Fostering a Socially Equitable Environment.
5. Creating a Platform for Growth, Empowerment and Skills Development

6. Embracing our Cultural Diversity, Arts and Heritage.
7. Good Governance and Responsive Local Government.
8. Financially Accountable and Sustainable Municipality.

THE MUNICIPAL INFRASTRUCTURE INVESTMENT FRAMEWORK

The Municipality has embarked on a Municipal Infrastructure Investment Framework for the municipality. The Municipality is committed to ensuring that all backlogs in the provision of infrastructure are removed. However, this must be done in such a way so as to ensure that the Municipality, which is at the forefront of infrastructure delivery, remains financially viable and has the capacity to operate and maintain this infrastructure.

The Municipal Infrastructure Investment Framework (MIIF) thus aims to establish:

- The extent of infrastructure to be provided;
- The capital expenditure required to provide this infrastructure;
- The extent to which financing is available for this capital expenditure;
- The operating expenditure required to ensure that the infrastructure provided is properly operated and maintained;
- The extent to which revenue can be raised to cover this operating expenditure, within the provisions of the Municipal Fiscal Framework.
- The extent to limit the misuse of the available finance through monitoring and management systems.

The framework also considers the monitoring systems required to assess progress with respect to infrastructure delivery as well as processes to ensure that systems and management are in place in municipalities to manage the infrastructure, with the emphasis on a municipal infrastructure asset management strategy. Local Benefit
Facilitating Development in Priority Nodes and

KEY FOCUS FOR 2015/16 IDP

For the 2015/16 IDP the key focus areas are:

- Fine tuning programs and projects so as to achieve service delivery targets
- Ensure better integration between the BEPP, IDP and budgeting process
- Provide strategic input into the SDF Review

- A municipalityivation of public participation process via the Community Based Planning process
- Inclusion of the Expanded Public Works program as a cross cutting semunicipalityoral approach
- Alignment of the IDP to the Organisational scorecard, SDBIP and individual performance plans
- Align IDP goals and projemunicipalitys to Global, National and Provincial strategic plans
- Developing an updated set of data that would assist in developing the new 5 year IDP which would commence in 2016/17

The municipality embarked on an extensive public participation of the Budget, IDP and the Performance Measures for the municipality. Through the process of, ward hearings and targeted presentation to semunicipalityors the following comments were received:

- Numerous requests for housing development and housing remunicipalityification
- Address unemployment via job creation projemunicipalitys
- Request for permanent job through the EPWP program
- Increase in the budget for programs in the community development
- Request for additional recreational facilities
- Request for sewer and water connemunicipalityions in specific areas in the municipality
- Improved roads, road surface and markings
- Youth Development projemunicipalitys e.g. internships and education programs

Ensuring adequate energy and water supply

1. The unsustainable use of resources such as energy and water has major impacts on the environment, and will ultimately compromise the Municipality's energy security, as well as its ability to deliver water of adequate quality and quantity to its citizens. Unsustainable resource use is a direct consequence of overproduction and consumption. Demand side management is a critical part of the approach to ensuring a more sustainable use of resources. In the case of water, whole catchment management (including areas that fall outside of the municipal area) as well as efficient nature conservation programmes will help to ensure that there is an adequate supply of clean water.
2. The most sustainable solution to the energy crisis is to reduce the demand for energy and at the same time investigate alternative renewable energy sources.

Ensuring food security

Through initiatives such as shifting to new crops which are more resilient to climatic conditions and can meet the demands of an ever growing population, maintaining agricultural land so as to keep it arable, introducing mitigation methods to fight climate change, promotion of sustainable agricultural production, ensuring reasonable food costing as well as introducing and managing community gardens, the Municipality could play a major role in ensuring food security. The Municipality has also introduced initiatives such as soup kitchens and employment for food programmes.

Infrastrumunicipalityure degradation

Degradation has become a critical social problem, with effemunicipalitys such as flooding in the municipal area due to unexpemunicipalityed heavy rain. It is therefore critical that the Municipality works towards managing its assets, work towards mitigating climate change, ensure life cycle management of infrastrumunicipalityure, thus ensuring value for money.

Climate change

Escalating greenhouse gas emissions contribute towards climate change and will ultimately impamunicipality on human health, food security, natural resources, sea level rise, land loss and coastal infrastrumunicipalityure. As such climate change runs the risk of undoing all of the development gains of the last one and a half decades, and for a municipality such as Durban climate change adaptation in all semunicipalityors will have to become one of the Municipality"s top development priorities with the appropriate planning for climate change impamunicipalitys pervading throughout all municipal semunicipalityors.

Ensuring financial sustainability

In order to maintain our financial health and still align with the Municipality's sustainable development strategy, new approaches to risk and growth need to be created. Thus, the challenge for financial sustainability amid increasing alignment with the ecological, economic and social demands of the Municipality means that budget adjustments need to be made on a regular basis.

For the Municipality to be financially sustainable, the Municipality needs to ensure that it maintains a balanced revenue base, it maintains and grows its rates base, and it encourages projects that are affordable and includes free basic services based on the existing budget. The Municipality should also ensure effective supply chain management through controlling costs, ensuring acceptable level of quality, increase citizen satisfaction as well as build operational resources that maximize community services.

Ineffectiveness and inefficiency of inward-looking local government still prevalent in the Municipality.

Benchmarking Ramotshere against other successful municipalities such as the Municipality of Johannesburg and the Municipality of Tlokweng will assist Ramotshere identify the gaps within their institutional transformation performance. It is the responsibility of the Municipality to ensure that its performance management process assists the Municipality to prepare a check list by which it can assess its performance moving forward. That can be done in consultation with other spheres of government such as COGTA and local government partners.

The development challenges identified above affords the Municipality an opportunity to focus its attention to address these challenges. With both limited human and financial resources it is imperative that the Municipality makes choices in terms of its development mandate. These choices manifest itself in the Key Development Dialogues listed below.

CHAPTER 3: EIGHT POINT PLAN

PLAN 1: DEVELOP AND SUSTAIN OUR SPATIAL, NATURAL AND BUILT ENVIRONMENT

GOAL

To lead, direct municipality and manage the spatial, built and natural environment to ensure the sustainable and integrated growth and development of our Municipality for the benefit of all its citizens.

DESIRED OUTCOME

Adherence to a single integrated spatial planning and land use management system (LUMS) that aligns with the Municipal Vision and gives effect to social and economic upliftment, spatial integration and spatial transformation, economic vitality, environmental integrity, sustainability and resilience and good design that responds to the needs of citizens, provides informed decisions and inspires confidence for long term public and private municipal investment.

Citizens will be able to access and use resources to meet their needs without compromising the amenity for others and the resource base of the Municipality in the present and in the future.

WHAT DOES THE SPATIAL PLANNING AND LAND USE MANAGEMENT SYSTEM AIM TO ACHIEVE

Beyond protemunicipalitying our natural resource base, a sustainable development approach requires the spatial restrumunicipalityuring of our Municipality. The Municipality"s spatial strumunicipalityure still reflēmunicipalitys the apartheid legacy of imbalanced and fragmented development with high social, economic and environmental costs, especially for historically disadvantaged communities. Strategic spatial planning for the Municipality is necessary to ensure that development and investment are located where it:

- Leads to greater spatial integration
- Maximizes economic generation potential;
- Creates opportunities for economic and social upliftment in areas of urgent need;
- promotes accessibility and efficient movement of people and goods;
- Ensures that people are well located with respemunicipality to employment and social recreational services;
- Minimizes the cost of infrastrumunicipalityure expansion by optimal use of current capacities in
the core area of the Municipality and in priority nodes where services currently exist;
- Protēmunicipalitys and enhances the natural resource base, including the retention of viable
agricultural land, and important open space corridors.

STRATEGIC FOCUS AREA: DEVELOP, MANAGE AND REGULATE THE BUILT AND NATURAL ENVIRONMENT

Programme

Develop and implement a sustainable & integrated spatial planning system

The Municipality has developed a comprehensive spatial planning and land use management system for the entire Municipal area to give effect to the requirements of Section 26 of the Municipal Systems Act (2000). A key aspect of this system is the preparation of a "Planning and Development Management Toolbox" which will include a Package of Plans. The establishment of the system includes a range of planning activities all running in parallel with each other

Spatial Development Framework

A Final Spatial Development Framework (SDF) report has been prepared by the municipality for the 2016/17 financial year and will be submitted as a separate document along with the IDP to the Department of Cooperative Governance and Traditional Affairs for final adoption. Copies of the full Final SDF document 2016/17 can be obtained from the municipal website

The formulation of our municipal SDF is a legal requirement, and as such fulfils the requirements as set out within the Municipal Systems Act No. 32 of 2000. Future SDFs will need to comply with the Spatial Planning and Land Use Management Act, 16 of 2013 and this process has already been initiated. A synopsis of existing laws, policies and programmes that have a bearing on the SDF is summarised in Annexure 1 of the SDF document. The municipality's SDF is also informed by spatial planning principles aimed at influencing the spatial pattern of development.

Our Municipal SDF Vision and Development Principles

The SDF spatial vision and principles have been informed by the IDP, the Provincial Growth and Development Strategy (PGDS, 2011) and the National Development Plan, Vision for 2030 (National Planning Commission, 2011).

Critical to achieving these objectives is a single integrated spatial planning and land use management system (LUMS) that provides a clear direction, allows users the opportunity to make informed decisions for managing land parcels, fosters a sense of security and confidence in the Municipality to its citizens, landowners, developers and businesses and the Municipality's development in a responsible and sustainable way in realising the Vision of the IDP.

The principles in turn lay the foundation for the SDF proposals and strategies that give direction to a range of spatial outcomes relating to growth and development of the EMA. The underpinning spatial principles are as follows;

1. ***Promoting Spatial Concentration / Spatial Efficiency*** intended at ensuring the optimal use of existing resources and infrastructure, encouraging compact development and discouraging urban sprawl, encouraging mixed uses, residential & employment opportunities within nodes and in close proximity to public transport routes

2. ***Enhancing Economic Potential, Co-Ordinated Planning and Implementation*** intended at improving productivity & closing economic performance gaps, promoting sustainable economic growth and a green economy and ensuring the alignment of the Municipality's, streamlining development application procedures and decision-making procedures aimed at facilitating more efficient and sustainable development.

3. **Mainstreaming and Coordinating Environmental Planning and Climate Protemunicipalityion** intended at promoting greater resilience to climate change impamunicipalitys, protemunicipalitying vulnerable communities, protemunicipalitying environmentally sensitive areas and prime agricultural land and promoting a green economy. .

4. **Promoting Balanced and Sustainable Urban and Rural Development** that acknowledges the inter-dependencies between urban and rural areas and intended at addressing past imbalances, particularly in poverty stricken areas, informal settlements, human settlements and townships

Our Municipal SDF's strumunicipalityuring elements and spatial tools

It is the intention of the SDF to guide all municipal decisions relating to the use, development and planning of land and bulk infrastrumunicipalityure. The SDF vision, principles and strumunicipalityuring elements informs the Spatial Development Concept for the municipality. The Spatial Development Concept protemunicipalitys both the built and natural environment and guides the diremunicipalityion of growth and the delivery of social services by outlining areas in which particular types of land uses should be encouraged or discouraged and areas

in which the intensity of land development could either be increased or reduced.

Key Spatial Concept Tools include:

- An **Urban Core**, being the urban centre, which generally has servicing capamunicipality and thus opportunity for densification and can support thresholds for a range of services, industry and public transport;

- An **Urban Development Corridor bounded by an Urban Development Line (UDL)**.

The UDL is used not only to demarcate the extent to which urban development will be permitted to establish within the municipality area in the long term, but more specifically to promote a more accessible, compact, efficient, equitable and sustainable settlement form. Whilst the line indicates the outer limit to which urban development will be restricted there will be areas within the UDL that will not be permitted to be developed (i.e. environmentally sensitive areas); The Cost- Surface Model, prepared by the Council for Scientific and Industrial Research for the Ramotshere Municipality, indicates where it is cost effective to extend waterborne municipal services. As indicated in the diagram below, this study was one of the key informants of the UDL. The UDL therefore implies that there is a rural periphery or hinterland that is different in character and which has different servicing needs and servicing constraints and which supports different lifestyles. The UDL is therefore important for enforcing density targets and managing the growth patterns of the municipality over time but also for protecting agricultural resources beyond the UDL, ensuring food security and ensuring the municipality's resilience to climate change. As not all areas within the proposed Urban Development Corridor or UDL

Land Use Schemes

Land Use Management Schemes, more commonly known as Planning Schemes, are statutory planning tools used to manage and promote development. A land use scheme is a critical component of the integrated spatial planning system and deals with zoning and built form controls. The intent embodied within the Package of Plans must be translated into the most appropriate zones and land uses within the schemes. Schemes are the tangible tools in the Package of Plans as it is at this level that development rights

become important proponents for development, statutory decisions and building plan approvals.

Land Use Schemes are planning tools used to deliver quality environments. It allows planning professionals to consider integrated responses that result in more vibrant and robust environments; while at the same time contributing to sustainable environments. The current emphasis is now on environmental issues, infrastructure and human capacities and equally on the impact of development.

Planning Priorities and Budget Alignment Processes

Aligning the budget with the development need of the municipality has subsequently been undertaken at a number of levels:

- Community level
- Nodal level
- Spatial Analysis of the budget
- Spatially targeted instruments

PLAN 2: DEVELOPING A PROSPEROUS, DIVERSE ECONOMY AND EMPLOYMENT CREATION

Goal

To develop the economic wealth of the Ramotshere region for the material well-being of all its citizens.

Desired Outcome

Strong economic growth, sustainable job creation and poverty alleviation

Strategic Focus Area: Providing Economic Leadership and Intelligence

This strategic focus area is in line with local government's priority regarding the need for job creation and, in line with the national emphasis and mandate, takes a strong pro-investment stance and provides leadership that steers the municipality into a period of prosperity where unemployment is reduced and consequently the challenges of poverty and inequity are also reduced.

This includes the provision of pertinent economic intelligence that helps decision makers in their decision-making processes. It also monitors progress and reports on issues such as job creation and investment inflows. Apart from information, there is the provision of economic analysis and opinions by experts as and when necessary.

Programme: Provide Economic Intelligence and a Strategic Economic Framework

The constant shifts in government policy environment calls for constant alignment of goals, strategies, plans and projemunicipalities. Furthermore, the current economic and financial crisis has impamunicipalityed on resources available for governments to effemunicipality change. The role of the LED Unit is to align with the national policy packages and to further carve out the local interventions that can support these goals. The LED division will be responsible for providing economic intelligence to the municipality and its strategic partners in implementing economic development. Some of the roles of the division include feasibility studies, application and development of decision-making tools, and monitoring the performance thereof.

Strategic Focus Area: Facilitating Private Semunicipality or Investment and Partnerships

A key change in the approach of the Municipality will be in the way it approaches and intermunicipalitys with investors. This has been a major weakness in the current system where strategic investors are forced to follow queues, spend lengthy periods of time where applications are being processed and have applications refused on the basis of a comment by an official within a particular department at an operational level. Decisions on major investments must be made strategically, giving due consideration for technical issues.

Programme: Investment promotion and facilitation

A key programme is development facilitation support. Specific attention and support will be provided to developers in ensuring a smooth development application process involving commenting and feedback from line funmunicipalityions. The core outcomes will be job retention, job growth, and new revenues for municipality to use in accelerating core infrastrumunicipalityure and service delivery. In addition, the programme aims to offer new empowerment opportunities, bring in newer business technologies and processes, and contribute towards provincial growth development.

Strategic Focus Area: Facilitating Development in Priority Nodes and Corridors

This strategic focus area aims to fast-track the development rights for projemunicipalitys that meet multiple goals for economic development and social integration. These projemunicipalitys are based on New Urbanism principles that aim to reverse the

effemunicipalities of the Apartheid municipality, but creating all-inclusive live, work and play environments within a racially segregated municipal area. The key tenets of this programme are that of inclusive settlements and sustainable residential densities alongside mixed-use business amunicipalityivities and recreational uses

Programme: Promoting Investment in Priority Nodes and Corridors

The aim of this programme is to reinforce existing nodes and corridors that build an efficient urban form and which are responsive to the needs of the poor. Many of these nodes have developed over time and have a high degree of investment. In addition, nodes and corridors exist at different levels and this programme aims to take a differentiated approach by prioritizing firstly urban nodes and corridors, then municipal wide and then nodes within key planning areas. This programmes speaks the development of an overarching strategic approach to nodal regeneration for the municipality as well as targeted interventions in secondary nodes.

Strategic Focus Area: Leverage, Influence and Facilitate Key Infrastrumunicipalityure Development and maximize the Local Benefit

Ensuring that the maximum local benefit can be achieved from investment in infrastrumunicipalityure in key areas to unlock priority projemunicipalitys is important in assisting the Municipality achieve the goals as set by the NDP. In order for this is occur, the Municipality must facilitate the creation of economic opportunities within both public and private semunicipalityor developments, and undertake Economic Impamunicipality Assessments for key developments to ensure that the anticipated benefits are being achieved. The type of amunicipalityivities required by the Municipality are therefore investigation and pursuit of local economic opportunities arising from the development

pursuit local benefits of national and provincial government projemunicipalitäts, creation of employment in construmunicipalityion through infrastrumunicipalityure projemunicipalitäts (EPWP and related projemunicipalitäts), and the continual monitoring the impamunicipality of key developments.

Programme: Facilitating investment into required infrastrumunicipalityure for catalytic projemunicipalitäts

The municipality must, through this programme, ensure the provision of support to facilitate investment into key catalytic projemunicipalitäts and encourage investment into key strategic infrastrumunicipalityure projemunicipalitäts. This relates to support for the development of the mixed use and further facilitating the phased provision of bulk infrastrumunicipalityure to support development in Zeerust.

Programme : Leverage maximum local benefits from infrastrumunicipalityure development

Ensuring that the maximum local benefit can be achieved from the development of infrastrumunicipalityure is important in assisting the Municipality achieve the goals as set by the NDP. In order for this is occur, the Municipality must facilitate the creation of economic opportunities within both public and private semunicipalityor developments, and undertake Economic Impamunicipality Assessments for key developments to ensure that the anticipated benefits are being achieved. The type of amunicipalityivities required by the Municipality are therefore investigation and pursuit of local economic opportunities, Pursuit local benefits of national and provincial government projemunicipalitäts, creation of employment in construmunicipalityion through

infrastructure projects (EPWP and related projects), and the continual monitoring the impact of key developments.

Programme: Urban Renewal

Zeerust town is an engine of the municipal economy and requires significant investment. Over the past 10 years the levels of public sector investment have been much greater than private sector investment. The overall objective of town revitalization should be to create a 24 hour town which is safe, clean and is a center for working, living, entertainment and culture. As the town is still the economic face of the municipality, there is potential to reach critical mass in terms of optimizing the mixed-use nature of the area.

Strategic Focus Area: Enterprise and Sector Development

This Strategic Focus Area comprises of the following core programmes: facilitating industry skills and economic inclusion, enterprise development, trade and sector development, managing the bulk fresh produce market, and managing the informal economy. As such, this is a critical focus area and the Municipality must ensure that the key projects relevant to each programme are sufficiently budgeted for, are implemented effectively, and monitored and maintained to review successes and failures.

Programme : Stimulate Key Sectors that Promoted Enterprise Development

The programme strives to stimulate economic growth in key amunicipalityivity semunicipalityors aligned with Ramotshere Economic Development Strategy, tourism, agriculture and agri-processing, creative industries.

Programme: Facilitating Industry Skills and Economic inclusion

The skills challenge that current exists permeates through all facets of society and addressing it requires co-ordinated and targeted intervention from all spheres of government, the private semunicipalityor and society. With regard to Ramotshere,s municipality role, this programme will aim to respond to the need for a larger and more skilled workforce. In addition, inclusion is important in ensuring that women are integrated effemunicipalityively into the workplace. As such, key interventions include implementation of empowerment initiatives and the creation of partnerships and investing in strategic skills development.

Programme : Managing the Informal Economy

The management of the informal economy, especially street trading is a demanding task involving demarcation of trading areas, issuing of permits, organising traders into area committees that feed into a municipal wide forum, and on-going collemunicipalityion of rentals. Coupled with this, is the necessary enforcement of regulations and by-laws in conjunmunicipalityion, as well as negotiations and dispute resolution where the interests of residents, traders and the formal economy come into conflimunicipality.

This programme speaks to supporting the informal economy through initiatives such as the provision of infrastrumunicipalityure support and development to informal trade, provision of advisory and information services to produmunicipality owners and visitors,

and to ensure competitiveness through gathering business intelligence and improving produmunicipality quality.

Programme : Developing the Bulk Fresh Produce Market

The role of the Zeerust Fresh Produce Market will be to facilitate the distribution of Fresh Produce. Commercial farmers, small and emerging farmers are dependent on the Bulk Fresh Produce Market in order to sell their fresh produce. This platform creates business opportunities for big, small and emerging businesses, inclusive of informal traders from where they can purchase their Fresh Produce.

Businesses involved in the wholesale and retail distribution of fresh produce are also dependant on the Bulk Market. In addition, businesses other than those involved in wholesale and retail distribution (e.g. Processing, Entities, etc) are also dependant on the Bulk Market. The Bulk Market contributes extensively towards both creating and sustaining jobs in the fresh produce semunicipalityor.

Programme : Facilitate Private Semunicipalityor Investment

This programme focuses on the facilitation of investment. It also provides on-going support to local investors and investment into key catalytic projemunicipalities.

Programme : Enterprise Development

This programme facilitates the creation of strategic partnerships (including public-private partnerships) to support enterprise development. It is also involved in co-operative development programmes.

Strategic Focus Area: Developing a Competitive Tourism Semunicipalityor

Many of our key cultural and historical places of significance are in historically disadvantaged areas and will need management and tourism training to nurture a new culture of tourism through the EPWP programmes such as Working for Tourism. The quest for income circulation and flows to rural areas is important in demonstrating the potential for physical investment in these nodes. In many cases, rural areas are bypassed by tourists and tour operators as a consequence of limited tourist amenities in these nodes.

Programme : Tourism marketing

It is essential that all people in the municipality are made aware of the importance of tourism. Many of our key cultural and historical places of significance are in disadvantaged areas and will need infrastrumunicipalityural as well as management and tourism training to nurture a new culture of tourism through EPWP type programmes like Working for Tourism. These routes need to be given priority in order to create sustainable opportunities for a wider semunicipalityion of society and in so doing add to the tourism interest in cultural and social history.

Programme : Ensuring Township Development

Due to the apartheid legacy, the former township areas were developed as dormitory residential areas with an insular focus with minor retail amunicipalityivities and basic social services. As a result they have weak and under-developed economies and are not well

integrated into the existing economy. This programme aims to improve the business environment within the township areas and create a conducive environment (through amunicipalityive facilitation and diremunicipality interventions) for growth. Some of the interventions required to achieve township development through building on the momentum created through investment in key township nodes and corridors, focusing on semunicipalityor projemunicipalitys which facilitate the development of opportunity, and facilitating new investment into townships, to increase local benefits in development.

Programme: Socio-Economic Development through the Creation of Sustainable jobs within various Semunicipalityors.

This programme attempts to monitor the construmunicipalityion amunicipalityivity from the municipal Expanded Public Works Programme (EPWP) to determine the number of sustainable jobs created from the capital and other expenditure such as national and provincial grants.

Strategic Focus Area: Developing a Competitive Tourism Semunicipalityor

The Municipality has a comparative advantage in the tourism industry, particularly related to domestic tourism. The tourism semunicipalityor is important in improving the consumer economy, rates base and quality job opportunities. This programme aims to strengthen and create a more competitive tourism semunicipalityor, target high value markets and diversify the tourism produmunicipalitys.

PLAN 3: CREATING A QUALITY LIVING ENVIRONMENT

GOAL

Promote access to equitable, appropriate and sustainable levels of household infrastructure and community services, and facilitate access to housing.

DESIRED OUTCOME

Appropriately serviced, well maintained, quality living environments.

STRATEGIC FOCUS AREA: MEET INFRASTRUCTURE & HOUSEHOLD SERVICE NEEDS AND BACKLOGS

The housing programme makes provision for associated services such as water, electricity, road access, storm water control, sanitation, social facility access and road naming to be delivered in an integrated manner. All housing projects are scrutinized at the packaging stage to assess and plan for the community infrastructure that is required.

Programme : New Integrated Housing Development

The housing programme makes provision for associated services such as water, electricity, road access, storm water control, sanitation, social facility access and road naming to be delivered in an integrated manner. All housing projects are scrutinized at the packaging stage to assess and plan for the community infrastructure that is required.

With a view to develop the housing which is constructed under this subsidy system, implementing new and innovative ways of providing housing that is better suited to the needs of inhabitants. Innovative new housing forms and urban design solutions are being assessed with the objectives of promoting densification and providing

alternatives to the current rows of single dwellings on single plots. In addition, partnerships are being investigated to include private partners in delivering housing for those who can afford a modest housing loan.

Programme : Address Infrastrumunicipalityure Backlogs

The Municipality has as part of its Infrastrumunicipalityure Planning documented the nature and extent of the urban and rural backlogs in service delivery across the entire municipality area, using records held by the municipality together with input from communities and councillors. Services that are being targeted include water, elemunicipalityrimunicipality, solid waste, sanitation, storm water, roads, public transport infrastrumunicipalityure, all community facilities and the provision of street addresses to all houses within the municipality.

In order to address these backlogs, specific strategies will be developed for urban and rural areas. Emphasis is given to the eradication of rural basic service backlogs especially water and sanitation. In urban areas the primary intervention is the eradication of informal settlements through the provision of housing and a package of household services (the housing backlogs are recorded in Programme 1 above) as well as the provision of interim services to improve living conditions in these settlements.

Programme : Infrastrumunicipalityure Asset Management

The goal of Infrastructure Asset Management is to meet a required level of service, in the most cost effective manner, through the management of assets for present and future generations. National Government has legislated the need for local government to formulate Asset Management Programmes in all municipalities. An Integrated Infrastructure Asset Management Plan is being established that will, in the first instance, involve the management of the following strategic assets: Electricity, Water and Sanitation, Roads, Transport, Parks and, Storm Water, Solid Waste and Property and Buildings.

What an Infrastructure Asset Management Plan does is to analyse technically the life cycle of an asset and predict when maintenance needs to be done to the asset before it deteriorates to such an extent that it no longer meets the communities' needs or when the asset needs to be replaced. An innovative approach has, where appropriate, been taken by developing community-based maintenance teams (as part of the Expanded Public Works Programme); in order to allow infrastructure maintenance to be done in a way that supports poverty eradication and socio-economic upliftment of poorer communities.

STRATEGIC FOCUS AREA: ADDRESS COMMUNITY SERVICE BACKLOGS

The provision of community facilities and services is guided by the established municipal standards based on a combination of national standards.

PLAN 4: FOSTERING A SOCIALLY EQUITABLE ENVIRONMENT

GOAL

To promote and create a safe, healthy and secure environment.

DESIRED OUTCOME

All citizens living in a safe, healthy and secure environment.

STRATEGIC FOCUS AREA: PROMOTING THE SAFETY OF CITIZENS

Local Government has a role to play in ensuring an environment less conducive to crime and, provided the required resources and municipality are available, is well to design and implement programmes targeting specific crime problems and groups at risk.

STRATEGIC FOCUS AREA: PROMOTING THE HEALTH OF CITIZENS

The current strategic funmunicipalityional pillars in the unit include primary level clinical care, environmental health services and social health (community focused) services.

PLAN 5: CREATING A PLATFORM FOR GROWTH, EMPOWERMENT AND SKILLS DEVELOPMENT

The National Skills Development Strategy (NSDS III) outlines the strategy for all semunicipalityors in the economy to address the challenges of providing the required skills for the economy to grow and address the issues of high unemployment.

GOAL

To enhance the skills base of the citizenry

STRATEGIC FOCUS AREA: HUMAN CAPITAL DEVELOPMENT

The Municipality has committed itself to enhancing skills development and overcoming the existing skills gap in accordance with the NSDS III. The goals of the NSDS III are used to co-ordinate efforts and partnership initiatives with service providers to ensure that community outreach, information and development programmes contribute to the education and skills development of citizens and ultimately their social, political and economic wellbeing.

PLAN 6: EMBRACING OUR CULTURAL DIVERSITY, ARTS AND HERITAGE

GOAL

A municipality where people intermunicipality creatively to stimulate economic growth, social cohesion and unity in diversity

DESIRED OUTCOME

People living vibrantly and produmunicipalityively in an attramunicipalityive and healthy environment.

PLAN 7: GOOD GOVERNANCE AND RESPONSIVE LOCAL GOVERNMENT

GOAL

Ensure a strong, caring and democratic institution to promote and support a consultative, effemunicipalityive, efficient and participatory local government.

DESIRED OUTCOME

- All citizens embracing, pramunicipalityising and benefiting from the concepts of Good Governance;
- A stronger, more efficient public service which is capable of developing and implementing policy and delivering better services to all people at all levels;
- Better and more transparent public management;
- More participative and responsive Municipality, particularly at all levels;
- A Municipality which prevents, and fights corruption and waste at all levels;
- A Municipality where all inequalities of the past are eradicated.

STRATEGIC FOCUS AREA: ENSURE ACCESSIBILITY AND PROMOTE GOVERNANCE

This ensures that the development targets and measures set for the Municipality's performance emanate from a strong foundation of "putting people first".

STRATEGIC FOCUS AREA: CREATE AN EFFICIENT, EFFEMUNICIPALITYIVE AND ACCOUNTABLE ADMINISTRATION

The Constitution dimunicipalityates, that Public Administration be governed by democratic values and principles including, among others, a high standard of accountability and professional ethic

PLAN 8: FINANCIALLY ACCOUNTABLE AND SUSTAINABLE MUNICIPALITY

GOAL

To maximise the Municipality's financial resources to ensure long-term financial viability and sustainability.

DESIRED OUTCOMES

- Confidence of all internal and external stakeholders in municipal financial management.
- Excellence in the service delivery of municipal financial services.
- Compliance with prevailing municipal financial legislation.

STRATEGIC FOCUS AREA: STRATEGIC AND SUSTAINABLE BUDGETING

- Programme: Compile and annually update the Medium Term Income and Expenditure Framework
- Programme: Budget according to IDP Priorities
- Programme : Budget for sustainability
- Programme : Implementation of Municipal Property Rates Amunicipality (MPR)
- Programme : Reduce Council Debts

- Strategic Focus Area: Grow and Diversify Our Revenues
- Programme : Develop and implement a new Billing system
- Programme : Seek alternative sources of funding
- Strategic Focus Area: Sound Financial Management and Reporting
- *Programme : Train staff on the Credit Control & Debt Management Policy*

In terms of Semunicipalityion 96 of the Municipal Systems Amunicipality council is required to adopt, maintain and implement a Credit Control and Debt Collemunicipalityion Policy in order to support the debt collemunicipalityion procedures of the council. It is necessary to ensure that staff is properly trained to apply and implement the Credit Control and Debt Collemunicipalityion Policy and its amendments

Programme : Completion of Financial Statements

In accordance with the requirements of the Municipal Finance Management Amunicipality (MFMA), the Annual Financial statements must be completed within two months after the financial year end. The consolidated financial statements (with the financial statements of the municipal entities) must be completed within three months of the financial year end

Programme : Payment of all Creditors and verification of SCM procedures

Payments are only made once the Accounts Payable semunicipalityion has satisfied itself that there has been full compliance with all SCM procedures and controls.

Programme : Cash Control and Management

In terms of Semunicipalityion 64(d) of the MFMA, the accounting officer must take all reasonable steps to ensure that all monies received is promptly deposited into the municipal primary and other banking accounts. In addition, semunicipalityion64 (h) requires that all monies received are reconciled on a regular basis.

Programme : Effemunicipalityive, efficient and economical SCM

The programme aims to ensure that effemunicipalityive, efficient and economical supply chain management processes are in place thus ensuring sound financial management principles in the tender allocation process.

CHAPTER 4:

IMPLEMENTING THE IDP

4.1 INTRODUCTION

The council has five committees and every councillor serves on one committee. The support committees, which are advisory bodies to the Executive Committee, are chaired by Members of the Executive Committee.

The support committees are:

- Economic Development & Planning Committee
- Finance & Procurement Committee
- Governance & Human Resources Committee
- Community & Emergency Services Committee
- Human Settlements & Infrastructure Committee

Office of the Speaker

The Local Government Municipal Structures Act provides that each municipal council must have a chairperson who is called the Speaker. The Speaker is elected by the council from among the councillors at the first sitting of the council after the local government elections. The Speaker acts as a chairperson at council meetings, and ensures compliance with the councillors' code of conduct and the council's rules and orders. He or she also ensures the proper functioning of the legislative side of the council, and is required to be impartial. The Speaker also ensures community participation in legislative initiatives and should

communicate with the public on the performance of the council. The speaker has ex officio sitting in all committees of the council, with no voting rights.

Reporting lines

The Municipal Manager reports to the Council, its Executive Committee and its office-bearers (particularly the Mayor and Speaker). The Administration is organized as follows:

- Municipal Manager, with some Offices reporting directly to the Municipal Manager;
- Executive Managers who report to the Municipal Manager: These Executive Managers have defined strategic and line functional responsibilities;
- Heads of Units which report to specific Executive Manager; and
- Departments which report to Heads of Units.

Municipal Manager's office

In addition to managing the Executive managers, five offices will report directly to the Municipal Manager:

- Chief Audit
- Risk Management
- Performance Management/Compliance
- Integrated Development planning
- Legal
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Strategic Management Team

The Municipal Manager will establish a Strategic Management Team consisting of the Manager and the Executive Manager. This committee will meet once per week. The majority of the team will be on Semunicipalityion 57 contramunicipalitäts linked to the Manager. The roles of Executive Managers will be to drive and integrate programmes across funmunicipalityional areas as well as to head up clusters.

The Broad Management Forum will consist of the Municipal Managers, Heads of the Municipal Manager's Offices, Executive managers and all Heads of Units. The Broad Management Forum will meet at least on a monthly basis (after Council) to deal with general issues and programmes of council. In addition, the Executive managers will head clusters of Units which meet at least on a monthly basis to (i) review strategic directions and progress on the Integrated Development Plan (IDP) and (ii) ensure coordination between departments.

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MUNICIPAL INFRASTRUMUNICIPALITYURE GRANT PROJEMUNICIPALITYS				
PROJEMUNICIPALITY NAME	WARD	BUDGET	DIREMUNICIP ALITYORATE	FINANCIAL YEAR
Bosugakobo Internal Roads and Stormwater Phase 2	13	R 5 million	Technical Services	16/17
Dinokana Ward 10 Internal Roads and Stormwater	10	R 5 million	Technical Services	16/17
Madulte/Matlhase Internal Roads and Stormwater	14	R 5 million	Technical Services	16/17
Ikageleng Internal Roads and Stormwater Phase 2	16	R 6 million	Technical Services	16/17
Sandvlagte Internal Roads and Stormwater Phase 3	15	R 6 million	Technical Services	16/17
Supingstad Internal Roads and Stormwater	1	R 5 million	Technical Services	16/17
Lekubu Community Hall	8	R 3 million	Technical Services	16/17

PROJEMUNICIPALITYS FUNDED BY DEPARTMENT OF ENERGY				
PROJEMUNICIPALITY NAME	WARD	BUDGET	DIREMUNICIPALITYORATE	FINANCIAL YEAR
Elemunicipalityrification of Households Kruisrivier Phase 3	15	R 9 295 000	Technical Services	17/18
Ikageleng and Kruisrivier 11 KW Feeder Line	15&16	R 2 500 000	Technical Services	17/18

PROJEMUNICIPALITYS FUNDED AND IMPLEMENTED BY ESKOM				
PROJEMUNICIPALITY NAME	WARD	NO OF CONNEMUNICIPALITYIONS	DIREMUNICIPALITYORATE	FINANCIAL YEAR
Majakaneng West	13	75	Eskom	17/18
Majakaneng North 1	13	45	Eskom	17/18
Majakaneng North 2	13	59	Eskom	17/18
Majakaneng East	13	109	Eskom	17/18
Matshelepata East	13	38	Eskom	17/18
Matshelepata Tshimong	13	12 Infills	Eskom	17/18
Kgopung		10 Infills	Eskom	17/18
Skwepe 2		15	Eskom	17/18
Driefontein Area	3	300 Infills	Eskom	17/18
Ntsweletsoku Palamakua Sec	18	150	Eskom	17/18
Makakaneng Sec		15	Eskom	17/18
Borakalalo Opposite Garage Sec	4	90	Eskom	17/18

Ramotshere Moiloa Local Municipality Infills	All	600 Infills	Eskom	17/18
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